

STRATEGIC PLANS FOR THE 2003-05 BIENNIUM

Arkansas Public Higher Education
Institutional Mission Statements and Goals
Defined by Program Goals, Objectives, and Strategies
in Accordance with Act 221 of 2001

**Report to
Legislative Council**

**Arkansas Department of Higher Education
May 1, 2002**

April 29, 2002

The Honorable Bill Gwatney, Chair
The Honorable Jeff Gillespie, Chair
Arkansas Legislative Council
Room 315, State Capitol
Little Rock, AR 72201

Dear Senator Gwatney and Representative Gillespie:

In accordance with Act 221 of 2001, the Department of Higher Education submits for review by the Performance-Based Budgeting Subcommittee *Strategic Plans for the 2003-05 Biennium for Arkansas Public Higher Education*. These plans consist of mission statements and goals defined by program goals, objectives and strategies to achieve those goals.

Department staff have reviewed and compiled all institutional plans into the attached document. We are submitting both an electronic copy and a hard copy.

Very truly yours,

Lu Hardin

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All higher education institutions must include an institutional mission statement, goals, objectives and strategies on this form. In order to maintain a degree of consistency in the higher education budget request, please provide the required information in the format shown below:

- I. Introduction
- II. Institutional Mission Statement
- III. Institutional Goal(s)
- IV. Programs and Program Definitions (it is recommended that the number of program goals, objectives, and strategies be limited to top priorities of the institution.)

Program 1 Name and Definition

Goal 1

- * Objective 1
- * Objective 1 Strategies

- * Objective 2
- * Objective 2 Strategies

- * Objective 3 (Repeat the format as necessary)

Goal 2

(Repeat the format as necessary)

Program 2 Name and Definition

(Repeat the format as necessary)

Program 3 Name and Definition

(Repeat the format as necessary)

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Act 221 of 2001 addresses the requirement of the state's Performance Budgeting and Accountability System and provides key definitions for strategic planning.

According to Act 221 of 2001, public higher education institutions are required to prepare a long-range (not less than five years) strategic plan and submit a biennial budget request in performance budget format for approval by the General Assembly. The institution's strategic plan must include the following:

- * Institutional mission statement. The mission statement presents an institution's reason for existence. It succinctly identifies what the institution does, why and for whom. The mission should be no more than one paragraph in length and ideally it should be one sentence.
- * Institutional goal(s). An institutional goal is a general statement of purpose of the institution that identifies broad, desired results.
- * Program. A program is a grouping of similar activities performed by an institution (not necessarily along organizational lines) which can logically be considered an entity for budgeting, accounting, and reporting purposes and which contribute to common goals.
- * Program goal(s). A program goal is a general statement of purpose for the program that identifies broad, desired results, while a program objective is a statement that specifies desired results and will lead to the accomplishment of the institution's goals.
- * Program objective(s). A program objective is a statement that specifies desired results and will lead to the accomplishment of the institution's goals.
- * Strategies. Strategies that will be used to accomplish each program's goals and objectives. A strategy is defined as a narrative setting out the steps to be taken to accomplish the institution's objectives.

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I. Introduction:

Arkansas State University (ASU) aggressively serves a changing global society by preparing and transforming students through knowledge and learning for today and tomorrow. (Draft: System Mission Statement) This mission is accomplished at ASU's four campuses, six-degree centers, and by partnering with six higher education institutions. Collectively, these institutions share a common vision and a fundamental commitment by providing high-quality educational opportunities at locations our customers demand, thereby enhancing the lives of the citizens of the State of Arkansas, the nation, and the world.

Arkansas State University System has an annual operating budget of \$135 million. While each campus functions autonomously in its day-to-day operations, System Administration coordinates various operations of the University by providing professional services that are more efficiently and effectively carried-out on a university-wide basis. In addition to the President's Office, administrative functions of system administration include fiscal management, legal services, compressed video, training and development, financial aid, university advancement, governmental relations, and diversity initiatives.

II. System Mission Statement:

We pursue and share knowledge within a caring community that prepares students in challenging and diverse ways to become more productive global citizens.

III. System Goals:

Provide higher education services to all who desire it, create new knowledge, and serve the global community.

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Program 1: Campus Support Services

Program Definition: To provide support in various ways for all campuses within the Arkansas State University System.

Goal 1: Expansion of Distance Learning

Objective: Enhance the delivery of traditional educational services, by expanding the reach of instructional initiatives beyond the realm of the conventional pedagogical environment, through technological resources.

Strategies:

- II Rapid changes in technology and global competition to deliver efficiently quality educational services to a broad spectrum of potential students, requires that educational institutions adapt methods of delivery which broaden opportunities for distance learners, expand access to educational resources, promote efficiency within administrative processes, and encourage innovative uses of technology.

With the August 4th, 2000, approval of the funding request to officially fund the Arkansas State University System, there exists an immediate need to establish the "Virtual ASU System", which will establish a strategic, high-capacity, telecommunications network between all participating campuses, resource centers, and points of learning. Participating sites would have the capability to share data, full-duplex voice, and interactive video to and from that particular location.

Goal 2: Providing Training and Development to all Campuses

Objective: To provide training and development opportunities to all campuses.

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Strategies:

- The Training and Development department currently offers a series of training initiatives to ASU staff to include, leadership/supervisory, sexual harassment prevention, diversity sensitivity, career ladder incentives, and customer-specific designed courses offered upon demand. The department has one staff member and an operating budget of \$52,829. In order to expand our existing programs to offer training initiatives on all campuses, we would need additional resources. This request is made so all current services can be offered at all ASU campuses.

Goal 3: Expand and Extend Internal Audit

Objective: To expand and extend Internal Audit to all campuses in the ASU System to provide independent, objective analyses of the University's operations.

Strategies:

- The Internal Audit Department currently has a staff of 2 auditors and an operating budget of \$105,449. Additional staff auditor positions, and the associated operational expenses are needed to obtain this strategy. This request is made to maintain ongoing, routine internal audit coverage as new campuses are added to the Arkansas State University System.
- The Internal Audit Department was established in 1980 to assist the management of Arkansas State University in achieving its overall objectives of staying on the cutting edge of institutional accountability and productivity in higher education, increasing quality in its management and financial systems, and improving the state's investment in higher education and service to its constituencies. The goal of the Internal Audit Department is to provide

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independent, objective analyses of the University's financial and management operations, and proactively assist the University in addressing potential problems before they become material.

Goal 4: Identify, assess and respond to needs to create diverse environments for teaching and learning on the ASU campuses.

Objective:

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III. Institutional Goals

Provide higher education services to all who desire it, create new knowledge, and serve the global community.

IV. Programs and Program Definitions

Program 1: Strengthen Instruction

Program Definition: Enhance and improve the quality of instruction.

Goal 1: Restore Base Budget for State mandated budget cuts effective FY 02/03

Objective: To provide lost funding due to the mandated state budget reduction enforced for the FY 02/03 budget year to enable ASU-J to continue offering the level of excellence in teaching needed for existing programs.

Strategies:

- Enable ASU-J to award cost of living raises for faculty and staff.
- Enable support for Graduate Assistants

Goal 2: Provide new technology for Technical based programs

Objective: Provide enhanced technical educational experiences that prepare students for the changing workplace.

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Strategies:

- Student learning and job preparation will be significantly enhanced through the provision of software upgrades, equipment and related supplies that allow students to train at industry standards. ASU Technical Center graduates will be prepared for the rapidly changing workplace through hands-on experience.
- Students in 11 full-time occupational training programs and 50 plus short-term industrial extension courses will use the latest technology.
- Additional expansion of class offerings that will benefit industry, business and the community.

Goal 3: Redesign Teacher Education

Objective: Enhance student learning and student access to education through continued commitment to professional development schools and development of faculty expertise in technology-rich delivery systems.

Strategies:

- The College of Education has partnered with six elementary schools during the past three years working collaboratively to improve the quality of education for students preschool through college. The implementation of two new partner schools, with at least one at the secondary level, strengthens the education for students and creates opportunities for the university and K-12 schools to have authentic and exemplary practices coupled with continuous inquiry, research, and reflection.

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- Rapid changes in the delivery of higher education curricula necessitates extensive development and support of the College of Education faculty who teach the curriculum. Technologically enriched curricula include: stand-alone web courses, enhancement of traditional instructional modes with multimedia, electronic communication, web-enhanced courses, and electronic literature searches.

Goal 4: Enhance Instruction to provide Increased Health Care Needs for the Delta

Objective: Provide programs to meet the documented and projected needs of a changing health professions workforce. The University is focusing on increasing the numbers and educational levels of health practitioners in the Delta region.

Strategies:

1. Create Partnerships that provide accessible degree articulation programs at baccalaureate and graduate levels and creating enhanced post-professional opportunities for practicing clinicians.

Goal 5: Enhance Funding levels for Degree Centers to accommodate Enrollment Growth and Enrollment Geographical Shifts

Objective: To obtain adequate funding per full-time equivalent (FTE) student proportional to the university's enrollment stability and growth, and to offer baccalaureate and graduate degree programs at ASU Degree Centers established on two-year campuses.

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Strategies:

- Arkansas State University-Jonesboro has continued to show enrollment stability and growth. ASU-J's market share of the FTE enrollment among public four-year institutions has increased from 15.4 percent in 1994/95 to 16.3 percent in 2000/01. However, ASU-J's share of the general revenues which are allocated for public four-year higher education institutions has remained relatively flat over the past 10 years, with a minor improvement from 10.4 percent to 10.7 percent. With more adequate funding, the university will renew and expand efforts to meet the educational needs of the citizens of the region and state.
- ASU-J's enrollment growth in the last two years can be attributed in large part to the four-year and graduate degree programs offered in ASU degree centers established in cooperation with five two-year institutions in the state. Centers were established in order that ASU-J might provide higher education opportunities for a larger portion of the state's population. During the academic year, 2000/01, off campus credit enrollment increased by 37.3 percent over the 1998/99 academic year. ASU-J seeks additional funding which will be targeted specifically to assist in the successful operation and growth of the degree centers. This additional funding will reduce the need for reallocation of current funds, which prohibits growth of the programs.

Goal 6: Develop a Faculty and Staff Training Center

Objective: Create a faculty and staff training center by investing in human capital to promote quality service, an enhanced work life, and the valuing of differences by providing opportunities and support to develop professional, supervisory, and personal life skills.

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Strategies:

- The Center will develop and administer a Management Development Program, a general training calendar, meeting and annual planning session facilitation, and on-site customized development programs.
- The Center will support training and development in areas such as:
 - o Foundation of Supervision
 - o Advanced Management
 - o Interview, Evaluation & Performance Management
 - o Leadership & Teamwork
 - o Customer Service
 - o Process and Project Management
 - o Conflict Resolution
 - o Self Development
 - o Change Management

Goal 7: Expansion of the College of Engineering

Objective: Expand and upgrade the College of Engineering with the infrastructure enhancement that will provide international competitiveness and regional relevance to engineering and technology at Arkansas State University-Jonesboro.

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Strategies:

- Clarify the distinction between engineering and technology graduates and to allow each area to pursue its potential within the state, region and nation. Arkansas State University-Jonesboro is seeking funds to provide the infrastructure for the College of Engineering. The college will consist of a dean and two formal departments 1) Engineering and 2) Technology, each with a separate chair or coordinator.

Goal 8: Enhance Technology and Safety

Objective: This will allow ASU-J to move its technology infrastructure from shared technology to switched technology.

Strategies:

- Network performance has been increased 100 times its current capacity. Several classrooms will be renovated to accommodate the latest technology to enhance the learning environment. Several locations will have security cameras installed to enhance safety and security. The cameras will be directly wired to the campus police dispatcher's office.

Goal 9: Create a Digital Communications Learning Environment Center

Objective: To provide a digital media learning environment reflective of the state of the communications industry. This initiative, primarily targeting radio-television and

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news media, will enable the College of Communications to continue providing the best possible education in communications.

Strategies:

- Optimize the conversion of video production facilities to digital technology.
- Acquire and put into production a remote production and satellite uplink facility, enabling students and the university to deliver audio and video any place, any time, and providing new experiences and learning opportunities, particularly for students working with ASU-TV, a student-ran television station.
- Upgrade RTV's interactive multimedia and web publishing lab to support a new interdisciplinary degree in new media (to be offered jointly by the College of Communications and the College of Fine Arts).
- Complete KASU's conversion to digital technology and expansion of service to the region.

Goal 10: Diversify Student Enrollment

Objective: To attract a diversified student body.

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Strategies:

Recruit first-generation college students and students from economically disadvantaged backgrounds by providing programs on the college search, particularly financial aid. Provide information to Talent Search groups and area migrant workers. Assist students with disabilities by incorporating information about the Office of Disability Services in recruitment materials and in the letter of admission. Evaluate, enhance and develop recruiting activities and publications that attract minority students (e.g., African-American, Hispanic, Native American) from Arkansas and the Delta Region. Develop programming and services aimed at simplifying the enrollment process for non-traditional students. Implement current trends in admissions through maximum use of web-based technologies involving on-line applications and notification procedures. Incorporate diversity within on-campus recruitment programs and recruitment publications by using currently enrolled student representatives from targeted groups. Broaden access for inner-city populations by recruiting at churches and youth centers in Memphis and Little Rock. Increase staff to address new initiatives in transfer recruiting, international admissions, and other recruiting activities.

Goal 11: Diversify Faculty and Staff

Objective: To attain and maintain a diverse faculty and staff at Arkansas State University-Jonesboro.

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Strategies:

To continue Arkansas State University-Jonesboro's Affirmative Action Policy. As positions become available, every college, department, and administrative unit will extend personal contacts to qualified minority candidates to assure them of Arkansas State University's commitment to diversity.

To identify potential minority faculty from among our graduate students and temporary faculty, and provide professional development opportunities for junior faculty.

To direct resources toward recruitment efforts to attract qualified minority faculty in highly competitive disciplines, and qualified minority staff in highly competitive functions and services.

Goal 12: Increase Student Retention Rates

Objective: To improve the retention and graduation rates of ASU students.

Strategies:

A majority of ASU-J students enter college "at risk" of dropping out before completion of a degree and many variables contribute to this situation (first generation college students, low socioeconomic status, poor academic preparation, etc.).

For the past 3 years, ASU-J has engaged in an intensive review of philosophies, practices and policies that seem to foster academic success. Numerous changes have already been initiated at ASU-J based on that research.

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After two years, [Restart@state](#) is proving to be a successful intervention program for ASU-J students placed on academic suspension. Almost 60% of the “high academic risk” students who participate in this program have been removed from academic suspension and are back on the track to academic success. Early intervention is warranted to prevent students from actually reaching the suspension stage. An **Early Alert Program (EAP)** is proposed to identify and target “at-risk” first year students. Intervention measures and intrusive advising will be used to link students with needed academic or student services that will provide for improvement of study skills, time-management and other academic success skills. Similar programming is planned for students who are placed on academic probation as sophomores, juniors or seniors.

Goal 13: Expand Future Delta Leaders’ Scholarship Program

Objective: This program seeks to expand financial resources to Future Delta Leaders (FDL) and workforce development parents. The FDL Scholarship program is designed to award more scholarships to deserving students in the Delta. The program currently allows only 20 scholarships to be offered to students just graduating from high school. Expansion of this program would greatly enhance the educational opportunities of students in the Delta region for both traditional age and non-traditional age students.

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Strategies:

Offer 50 scholarships per year to students just graduating from high school. Offer 50 scholarships to students who have been out of high school for at least one year, but have not attended a university, and offer 50 scholarships to current Delta scholars. If program development continues, the maximum funding would reach \$1,102,500, since it is a four-year scholarship. (Amounts include estimated tuition increases.).

Goal 14: Develop a Graduate Student Recruitment Scholarship

Objective: As ASU-J continues to move toward doctoral status as a university, masters and doctoral programs will be competing for the brightest students across the nation and abroad. Graduate assistantships are an essential way ASU-J can attract the most able students who will work with faculty on the research projects which are a part of the developing programs.

Strategies:

Many universities include a tuition waiver with their awards to graduate assistantships. While ASU-J has been waiving out-of-state tuition for graduate assistants for a number of years, the necessity of paying in-state tuition, combined with the fact that ASU-J stipend rates are not highly competitive, means that some very fine students who would otherwise choose to attend ASU-J and work with our fine faculty cannot afford to do so. Other universities are offering higher stipends and a complete tuition waiver.

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Strategies:

Provide a \$300 book stipend for students with a 3.25 GPA for up to four semesters and provide the value of a double occupancy room in the residence hall for students to apply that value to live in ASU-J apartments or family housing.
Develop a scholarship program that cultivates opportunities for promising transfer scholars with a GPA of 2.5 by awarding scholarships of \$500 per semester for up to four semesters. Each student would receive a tuition scholarship for up to four semesters by replacing the current cap on transfer hours.

Goal 17: Increase the recruitment and retention of classified employees

Objective: To improve the recruitment and retention of ASU-J classified staff through the funding of the Career Ladder Incentive Program.

Strategies:

Since the merit program for classified employees was discontinued, the pay plan improvement has been the only source of pay raises for classified employees. The lack of positions in many job categories has limited the university's ability to promote employees where the responsibilities have clearly exceeded the current job classifications.

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The Career Ladder Incentive Program will provide ASU-J the ability to give lump sum bonus payments up to 8% of annual salary to employees who have completed competency-based criteria, however, the program was not funded permanently. The Career Ladder Incentive Program will provide ASU-J with the ability to promote to a higher grade within a series once competency-based criteria have been satisfied.

Goal 18: Provide New Facilities Operational and Maintenance Support

Objective: To provide operational support for new facilities.

Strategies:

There is no funding source available through the normal budget process for the maintenance and operation of new buildings. We have added new buildings, including the Information Technology Services building, the Student Field House, and the parking garage, during the 2001-2003 biennium. We anticipate adding the Student Union building and the Biosciences/Biotechnical building during the 2003-2005 biennium.

Goal 19: Increase Americans with Disabilities Act Compliance and Support

Objective: To make all academic and student support services accessible and supportive of students, faculty, and staff with disabilities.

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Strategies:

The enrollment of students with disabilities at ASU-J has increased significantly. Approximately 350 students with disabilities continue to make constant contact with the Office of Disability Services through one or more of our organized programs. Consequently, the demands placed upon the Office of Disability Services and this university to comply with the requirements and intent of Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act are greatly exacerbated. It is imperative that the following programs are implemented and that students feel comfortable in requesting and utilizing required accommodations. In many instances, a lack of access could negatively impact retention rates.

Goal 20: Provide Equity Funding for Northeast Arkansas

Objective: To obtain adequate state funding proportional to Arkansas State University-Jonesboro's enrollment stability and growth. To offer baccalaureate and graduate degree programs at ASU Degree Centers established on two-year campuses.

Strategies:

Arkansas State University-Jonesboro boasts enrollment stability and growth, improved quality of students, expansion of academic degree programs and services

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on-campus and at various degree and university centers, and enhancement of public service projects.

Goal 21: Establish a Cyber Student Leadership Academy

Objective: To develop and implement leadership training, through a virtual environment, to produce tomorrow's leaders.

Strategies:

Students learn best when they are able to directly experience the subject matter taught.

Students have different time constraints and learn at different rates.

A leadership module would be developed to enable student leaders to "experience" case studies at their own pace that stimulate potential situations and the necessary skills needed to navigate through those situations.

This module would be part of a baccalaureate degree major in leadership.

Goal 22: Create a Diverse University Environment

Objective: To increase the recruitment/retention of African American Students from the Delta.

Strategies:

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Develop and implement new scholarship programs that target African American students from the Delta region. Also, provide additional funding for scholarships that are currently available to African American students.

Design and construct a Multicultural Center to offer tutoring and advising services; meeting, workshop and educational facilities; a place for students to foster acceptance and comfort; special events and activities; and leadership development programming.

Institute cultural awareness training for all university employees.

Provide additional funding for the Office of Minority Affairs to enhance programming and increase staffing.

Financially support an effective recruitment and retention plan for African American Students from the Delta.

Goal 23: Enhance funding for First Year Student Housing

Objective: To develop and implement a First Year Residential program and maximize the opportunity for successful retention of first year students.

Strategies:

- A First Year Residential program is imperative to help incoming student adjust to their first year of college, social pressures, academic issues, and future life plans. Many students fail to make the adjustment and, therefore, leave college due to academic problems or personal issues.

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- First Year Residential program includes classrooms, computers, advising, and lounge spaces to aid our students' success opportunities.
- Programmatic efforts include academic enhancement opportunities, such as study skills, time management sessions, and various academic tutorial sessions.
- Programmatic efforts include social growth opportunities and community involvement projects to help students connect to their environments, ASU as a whole, and Jonesboro.
- Funds are needed for Resident Assistants and Peer Mentors for each wing. These student leaders are trained for college adjustment issues pertaining to first year students.
- Salary for a professional live-in staff member with training in the issues of first year students and retention is imperative. This staff member will be responsible for maintaining the programmatic experiences, as well as normal residence hall operations.
- Faculty involvement will need to be sponsored and encouraged through faculty in residence program, faculty/student study sessions, topic chats with professors, professor/student dinners, and other various one-on-one programs increasing the student's opportunities to become a part of the ASU community.

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Program 2: Research

Program Definition: Make improvements and expand the current research initiatives.

Goal 1: Establish a Delta Studies Center

Objective: To establish Arkansas State University-Jonesboro as a center of State and National significance that supports those who research, develop, and support the Lower Mississippi River Delta.

Strategies:

Recognizing the national and international significance of the Lower Mississippi River Delta, Arkansas State University-Jonesboro has established a Delta Studies Center that focuses and directs university, state, and national resources toward Delta initiatives.

The Center launches and supports interdisciplinary studies, research programs, outreach activities, and community partnerships directed toward people, culture, arts, heritage, economy, health care, and biological and physical environments of the Delta.

Through forums, conferences, internships, and fellowships that gather, organize, disseminate, and employ information and knowledge, the Center will serve the Delta by preserving the past, enriching the present, and shaping the future.

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Working in conjunction with the archives and manuscripts repository of ASU-J's Dean B. Ellis Library, the Delta Studies Center is conducting oral histories and documenting the political history, economic development, and social heritage of the Delta. Through the Delta Studies Center, the university will work in partnership with community and technical colleges to conduct comprehensive need assessments to determine the needs and demand for university centers to provide quality baccalaureate programs to place-bound persons in the regions served by those colleges.

Goal 2: Enhance and Integrate the Arkansas Biosciences Institute Initiative of the Tobacco Settlement.

Objective: To effectively integrate the research activities of the Arkansas Biosciences Institute into the functional and social context of Arkansas State University-Jonesboro.

Strategies:

- Provide program of paid research internships for under-represented undergraduate students to create awareness of career opportunities.
- Provide mentoring program to enhance research skills of non-ABI faculty through interactions with ABI researchers and staff.
- Create monthly seminar series bringing in nationally known speakers on a wide array of topics.
- Create monthly forums for community and press on appropriate issues of public concern. Develop a traveling ABI speakers' series to communicate ABI research activities to other institutions and constituencies throughout the state.

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Program 3: Community Service

Program Definition: Continue to closely align our campus services with our community's needs.

Goal 1: Expand public offerings for the Fowler Performing Arts Center

Objective: To develop operational support that will enable the Fowler Center, as a visual and performing arts center, to become a cultural/arts facility for the university, the Jonesboro and Northeast Arkansas community and the region.

Strategies:

The university provides cultural enrichment opportunities for the region through:

- o University events for the ASU-J students, faculty and staff
- o Community events for the residents of Jonesboro, Northeast Arkansas, and the region
- o Art exhibits in the Bradbury Art Gallery

In addition to serving the region through cultural enrichment activities, the Center supports academic programs in the Department of Theatre Arts and the Department of Art. The Center is under the supervision of a director who reports to the Dean of the College of Fine Arts. The Center houses the following facilities:

- o Concert Hall
- o Proscenium Theater
- o Experimental Theater

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- o Bradbury Art Gallery
- o Studio Classrooms for the Theater Programs

Goal 2: Provide Public Facilities Operational and Maintenance Support

Objective: To obtain operational support that will enable ASU-J to provide cultural and community enrichment opportunities to Jonesboro and the Northeast Arkansas residents.

Strategies:

ASU-J supports community enrichment opportunities through public access to university facilities including, but not limited to, the Dean B. Ellis Library, the ASU Museum, the Center for Economic Development, the Equine Center, the football stadium, the Convocation Center, the Fowler Center, Regional Programs, and other campus facilities.

Funding for public use of these facilities would allow ASU-J to continue to offer access to our State taxpayers at a minimal charge rather than through continued increases in tuition and fees.

Goal 3: Enhance the quality of life for faculty and staff

Objective: To build a child care facility that would make quality, affordable child care available to all students, faculty, and staff, particularly for single parents who wish to return and reenter the workforce.

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Strategies:

National research has found that 21% of unscheduled employee absences are caused, not by employee illness, but by family issues like childcare emergencies. The same could be said of students that have children.

Employees provided with on-site childcare are less likely to leave their jobs. Also, when children are cared for, employees are more focused on their work and productivity.

Attracting strong students, faculty, and staff is a tough assignment; however, on-site childcare can provide a necessary edge in the current competitive environment of college recruitment.

A facility on campus will also provide additional training and research opportunities for our faculty and students. Many providers are comfortable with this arrangement and encourage the interaction between the childcare employees and the faculty and students.

Currently, options are being investigated that will make property available to private providers to construct, staff, and operate a facility on campus. There would be no cost to initially construct or continue to operate the actual physical facility. However, the university would like to provide a subsidy to those students, faculty, and staff that use the facility to encourage the positive benefits listed above.

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Goal 4: Enhance ASU Museum

Objective: To support the role of Arkansas State University-Jonesboro Museum as a leader in the preservation of the historic resources of the Delta region and to improve Museum services and educational opportunities for ASU-J students, area schools, and the general public. To improve university outreach and advancement through programs, exhibits, and education offered through the ASU-J Museum and to establish the museum as a model for regional partnerships in informal learning.

Strategies:

Through permanent and temporary exhibits, ASU-J Museum highlights research by ASU-J faculty and students, showcasing the accomplishments of ASU-J for the general public and providing an introduction to ASU-J for visiting scholars, dignitaries, and potential students.

The ASU-J Museum provides educational opportunities for ASU-J graduate and undergraduate students in a variety of programs, providing a hands-on laboratory for student research and education as well as credit classes in Museum Studies.

Additionally, the ASU-J Museum provides educational tours, programs, and activities for area schools and the general public.

Working with the ASU-J Library and Archives, Delta Byways, Delta Studies, and area museums, libraries and historical societies, the ASU-J Museum promotes heritage tourism and informal learning programs in the Delta region.

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The ASU-J Museum offers opportunities for professional development for museum staff in rural and county museums throughout the Delta region and provides assistance with conservation, preservation and interpretation of exhibits and artifacts.

The ASU-J Museum expands its offerings by using its base operating budget to leverage grants from the American Association of Museums, the Institute of Museum and Library Services, the Arkansas Historic Preservation Program, the National Trust for Historic Preservation and other grant sources.

Goal 5: Replace lost Workforce 2000 funds with State Dollars

Objective: Arkansas State University Technical Center's (ASUTC) mission is to provide a trained, educated workforce to meet the needs of area business, industry, and government. For the school to continue this mission and to implement the strategic plan additional state funds are required to replace the loss of Workforce 2000 funds.

Strategies:

Adequate funding and appropriations are needed for ASUTC to continue to provide certificate programs that reflect the latest developments in technology, equipment and education. ASUTC offers 11 full-time occupational training programs. Changing technology necessitates constantly upgrading equipment and the curriculum.

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In addition to the ASUTC's full-time programs, the school currently has fifty plus short-term industrial extension courses. During 2000-2001, ASUTC trained over 1198 employees with 55,408 unduplicated contact hours.

Goal 6: Provide additional public use opportunities for the community.

Objective: Improve operational support for instruction in equitation, by providing access to the Equine Center that supports campus and community equitation activities, and to support innovative linkage to the medical services complex through hippo therapy.

Strategies:

Support and maintain a stall barn to house university horses and provide stalls on a rental basis for students, staff and faculty.

Support and maintain an all-weather arena to facilitate equitation instructions, recreational activities for students, staff and faculty, scheduling community service activities, and for hippo therapy sessions. While proven and well documented in national research, the demonstration and research with hippo therapy will provide a unique teaching/learning opportunity in Arkansas and will attract support from the medical community, resulting in the Equine Center providing instruction and recreation as well as medical treatment.

Goal 7: Develop an Inter-modal Mass Transit , Pedestrian Access, and Parking System

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Objective: To make ASU-J accessible and navigable by vehicular, pedestrian, and bimodal transportation methods.

Strategies:

Construction of a tri-level parking garage located on the Southwest portion of campus will provide additional parking spaces to support growth in this region of campus; e.g., the Biosciences Research facility, a new College of Business building and the new Recreational/Athletic fields. Funds are needed for operational costs and bond debt payments.

Development of a shuttle service to facilitate parking in locations on the periphery of the campus core. Individuals parking in the out-lying areas would have access to a shuttle which would transport them from vehicles to the campus core at appointed schedules during the day. This will have a double benefit of freeing up not only premium parking places, but lessening the vehicular traffic on campus, thus increasing safety. Funds are needed for operational costs and debt payments.

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Introduction

Arkansas Tech University developed its first Strategic Plan in 1995. This was done through the participation of literally tens of dozens of individuals representing our faculty, students, alumni, community supporters and administration. This plan was ratified by the Board of Trustees of Arkansas Tech University. To assist in the facilitation of the process, the University engaged the services of Penson-Strawbridge Associates, the foremost consulting firm for higher education planning in the United States.

Knowing full well that research has demonstrated that two thirds of the colleges and universities which engage in strategic planning fail to implement even a single part of the plan they produce, Tech chose to focus on a very limited number of highly ambitious but clearly achievable goals. In this way, we emulated the best practice of the corporate world.

The resulting Strategic Plan appears to be very simple. Yet on close examination, this plan is thoroughly comprehensive in that, if fully implemented and rigorously followed, it has the power to literally transform the University. Indeed, we believe that it has produced, and continues to influence, the process of transformation that is currently underway at Arkansas Tech University.

Our plan consisted of four goals, which are of equal importance. The order of their presentation is not significant, and there is synergy and complementary action between them. This plan is a living document, and each year we examine the results we have achieved thus far.

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In 2000, five years after the initiation of the Strategic Plan, a group of very senior faculty and administrators, together with the leadership of the student body, undertook a formal review of this plan, with the goal of producing our Strategic Vision for the Future of Arkansas Tech University. There was general agreement that we would never cease to work on the original four goals, but that we would adopt additional objectives calculated to refine and develop Tech into a state and regional leader among state universities.

History of Arkansas Tech Strategic Planning

Our 1995 goals:

- Enhance the creation and delivery of first quality education services.

Tech will implement a plan for the development of faculty and staff human resources, and plan the use of the best new technology for instruction and administration.

- Develop and implement an enrollment management plan to include effective marketing of the university.

Tech will institute a system to market the university to a select group of students, assist them in choosing Tech, secure their enrollment, provide them with services and support as needed, ensure that they persist to graduation, assist in placing them in the job market, and relate to them as alumni.

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- Improve the physical facilities and appearances of the campus.

Tech will begin the implementation of a professionally prepared architectural master plan for the use of campus facilities, augment appearances, undertake new construction (library, student services center, additional science labs), remodel buildings as needed, and improve campus residence facilities.

- Enhance external fund raising and public relations.

Tech will seek to increase the assets of the endowment and trust fund, raise monies to supplement auxiliary enterprises, and increase scholarship support for students. Tech will implement a coordinated plan to positively portray the image of the university in the community, region, state and nation.

Summary of Strategic Plan Achievements, 1995-2001

Enhance the Creation and Delivery of Quality Education Services

Faculty and staff have worked zealously to advance and improve instruction across campus including adding 13 new undergraduate degrees and 12 new graduate programs, including:

- Associate in Industrial Systems
- Associate in Industrial Electronic Technology
- Associate in Industrial Plant Maintenance
- Associate in Information Technology
- Bachelor in Emergency Administration & Management
- Bachelor in International Studies

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- Bachelor in Early Childhood Education
- Bachelor in Middle Level Education
- Bachelor in Engineering Physics
- Bachelor in Electrical Engineering
- Bachelor in Mechanical Engineering
- Bachelor in General Studies
- Bachelor of Science in Information Technology
- Master of Education in Educational Leadership
- Master of Education in Instructional Improvement
- Master of Education in School Counseling and Leadership
- Master of Education in Teaching, Learning and Leadership
- Master of Arts in English
- Master of Arts in Spanish
- Master of Arts in History
- Master of Arts in Multi-media Journalism
- Master of Science in Fisheries & Wildlife
- Master of Science in Information Technology
- Master of Science in College Student Personnel
- Educational Specialist in Educational Leadership

We have sought and earned institution and program accreditations, including reaffirmation for the maximum 10-year accreditation from the North Central Association. Other accreditations include:

- AACSB – The International Association for Management Education

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- National Council for Accreditation of Teacher Education
- National Association of Schools of Music
- National League for Nursing Accrediting Commission
- Commission on Accreditation of Allied Health Education Programs: Health Information Administrator, Medical Assistant
- Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology
- American Chemical Society
- National Recreation and Park Administration Council on Accreditation

In addition to our experienced and capable faculty, 106 new and replacement faculty members have joined Tech from some of the most prestigious institutions in the country.

Technology has been upgraded and strengthened with the completion of a blueprint technology infrastructure. Outdated classrooms have been upgraded and converted into multi-media and Internet capable “smart” rooms.

Added over 129,000 square feet of classroom and library space.

Develop and Implement an Enrollment Management Plan

Tech has become the fastest growing public university in Arkansas, gaining 35 percent in enrollment over the last five years. Our enrollment management initiatives have increased both the quality and quantity of our incoming students. For the seventh consecutive year, freshmen had test scores above state and national averages.

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The largest class ever, the 2001 freshmen at 1,246, also contributed to the largest total enrollment in the university's history.

The Fall 2001 enrollment of 5,577 reflects three successive years of record setting enrollment.

Since 1994, headcount enrollment has grown from 4,459 to 5,577 and full-time equivalent enrollment from 3,820 to 5,054 in Fall 2001.

Improve Physical Facilities

We have invested over \$70 million in new facilities, improvement to existing facilities, and replacement of outdated equipment, touching virtually every facility on campus.

We have added new science labs in McEver, opened the Pendergraft Library and Technology Center and the Doc Bryan Student Services Center.

In addition to refurbishing many residence halls, we have designed, constructed and opened University Commons on-campus housing. A new residence facility to house 339 students will be opened for Fall 2002.

Enhance External Fundraising

Assets of the Arkansas Tech University Foundation have grown from \$1.3 million to in excess of \$8 million.

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Due to the University's first organized and deliberate program of fund raising, we have received over \$23 million in gifts of private dollars, most notably the \$13 million Reynolds Foundation grant for our signature project, the Pendergraft Library and Technology Center.

Institutional Mission Statement

Vision

Arkansas Tech University will distinguish itself within the region by focusing on student learning, innovative teaching incorporating appropriate technologies, and continuing to develop a campus and classroom environment conducive to student success. *Arkansas Tech University will become the premier teaching university in the region!*

Mission

Arkansas Tech University, founded in 1909, is a multi-purpose, state-supported institution of higher education dedicated to providing an opportunity for higher education to the people of Arkansas and to serving the intellectual and cultural needs of the region in which it is located. The University offers a variety of programs committed to excellence in undergraduate and graduate studies. These programs are designed to prepare students to meet the demands of an increasingly competitive and intellectually challenging future by providing opportunities for intellectual growth, skill development, and career preparation. The institution monitors student mastery of general education and specialized studies, retention and graduation rates, and quality of teaching and academic programs to verify and facilitate demonstrable improvements in student knowledge and skills between entrance and graduation.

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The basis for the student's intellectual growth and scholarly skill development is the general education program, which provides the context for more advanced and specialized studies and the foundation for life-long learning. The general education curriculum is designed to provide university-level experiences that engender capabilities in communication, abstract inquiry, critical thinking, analysis of data, and logical reasoning; an understanding of scientific inquiry, global issues, historical perspectives, literary and philosophical ideas, and social and governmental processes; the development of ethical perspectives; and an appreciation for fine and performing arts.

The University provides a range of specialized studies to prepare students to enter career fields or to continue their education at the post-graduate level. Specialized studies are offered within several areas of emphasis: business, professional education, liberal and fine arts, physical and life sciences, information technology, engineering, and applied sciences. Graduate work leading to the master's degree in selected disciplines provides advanced, specialized education that strengthens the academic and professional competence of students and enhances their capacities for scholarly inquiry and research.

The primary function of the University is teaching. Scholarly research and other professional activities of the faculty, continuing education, and community service are encouraged, promoted, and supported. In keeping with its focus on teaching, the University seeks to recruit, develop, and retain faculty who are dedicated to quality teaching and providing dynamic classroom learning experiences that integrate theory and practice. The institution values academic freedom and the concept of shared governance. Faculty and student organizations such as the Faculty Senate, Graduate Council, and the Student Government Association participate in university governance by making policy recommendations. Leadership and management of the University are the responsibility of the President. Governance of the institution is the responsibility of the Board of Trustees.

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Arkansas Tech University
Goals, 2001-2006

- Enhance the creation and delivery of first quality education services.
- Develop and implement the enrollment management plan.
- Enhance and develop physical facilities and equipment.
- Raise external and private funds.
- Achieve funding equity with Arkansas public universities of similar scope and mission.

Program I - Educational Services

Goal I. Enhance the creation and delivery of first quality educational services.

Objective A: To maintain current university and disciplinary accreditations and all possible program accreditations.

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Strategies

1. University Accreditation from North Central Association of Colleges and Schools.

1995	2001	2006 (Target)
Yes	Yes	Yes

2. Accreditation of Teacher Education Program by National Council for Accreditation of Teacher Education.

1995	2001	2006 (Target)
Yes	Yes	Yes

3. Accreditation of Music Program by National Association of Schools of Music.

1995	2001	2006 (Target)
Yes	Yes	Yes

4. Accreditation of Nursing Program by National League for Nursing Accrediting Commission.

1995	2001	2006 (Target)
Yes	Yes	Yes

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5. Accreditation of Health Information and Management Program by Commission on Accreditation of Allied Health Education Programs: Health Information Administrator.

1995	2001	2006 (Target)
Yes	Yes	Yes

6. Accreditation of Medical Assistant Program by Commission on Accreditation of Allied Health Education Programs: Medical Assistant.

1995	2001	2006 (Target)
Yes	Yes	Yes

7. Accreditation of Engineering Program by Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology.

1995	2001	2006 (Target)
Yes	Yes	Yes

8. Accreditation of Electrical Engineering Program by Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology.

1995	2001	2006 (Target)
No	Yes	Yes

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9. Accreditation of Mechanical Engineering Program by Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology.

1995	2001	2006 (Target)
No	Yes	Yes

10. Accreditation of Computer Science Program.

1995	2001	2006 (Target)
No	No	Yes

11. Accreditation of Chemistry Program by American Chemical Society.

1995	2001	2006 (Target)
Yes	Yes	Yes

12. Accreditation of Business Program by The International Association for Management Education.

1995	2001	2006 (Target)
No	Yes	Yes

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13. Accreditation of Recreation and Park Administration Program by the National Recreation and Park Administration Council on Accreditation.

1995	2001	2006 (Target)
No	Yes	Yes

14. Accreditation of Hospitality Administration Program.

1995	2001	2006 (Target)
No	No	Yes

15. Accreditation of Journalism Program.

1995	2001	2006 (Target)
No	No	Yes

Objective B: Provide highly qualified university faculty for teaching in the classroom.

Strategies

1. Number of full time faculty.

1995	2001	2006 (Target)
181	196	210

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2. Overload teaching in full time equivalents.

1995	2001	2006 (Target)
4.71 FTE	15.87 FTE	3 FTE

3. Number of part time faculty.

1995	2001	2006 (Target)
90	109	As appropriate to enrollment

4. Student credit hours produced by part time faculty.

1995	2001	2006 (Target)
23.59 FTE	32.34 FTE	As appropriate

5. Number of faculty with terminal degrees.

1995	2001	2006 (Target)
117 or 64.6%	127 or 64.8%	As appropriate

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6. Number of minority faculty.

1995	2001	2006 (Target)
2 African-American	1 African-American	5 Additional African
11 Total	8 Total	American

7. To attain faculty salaries equal to the regional average by rank.

	1995	2001	2006 (Target)
Professor	45,014	54,873	Competitive
Associate	39,305	47,810	Competitive
Assistant	35,837	38,385	Competitive
Instructor	26,700	28,379	Competitive

8. Achieve an appropriate student to faculty ratio to provide high quality instruction.

1995	2001	2006 (Target)
18.2 to 1	18.4 to 1	18 to 1

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Objective C: Maintain a culture of assessment focusing on outcomes.

Strategies

1. Measure placement in Graduate and Professional Schools.

1995	2001	2006 (Target)
No	No	Yes

2. Percentage placed in job within 3 months of graduation.

1995	2001	2006 (Target)
NA	NA	95%

3. Conduct a formal, comprehensive academic review of all programs of study.

1995	2001	2006 (Target)
0	10	All

4. Implement a comprehensive program of assessment of all university functions.

1995	2001	2006 (Target)
No	No	Yes

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Objective D: Provide opportunity for all faculty and students to achieve proficiency in new information technology.

	1995	2001	2006(Target)
Computers in Labs	227	360	400
Computer Equipped Classrooms	9	70	100
Computers in Faculty Offices	191	225	250
Library Computer Rooms	12	24	30
Online Residence Halls	0	2	All
Interactive Classrooms	5	10	25

Goal II: Develop and implement the enrollment management plan.

Objective A: To maintain an enrollment of at least 1,050 first time full time freshmen each year.

	1995	2001	2006 (Target)
	756	1124	1050

Objective B: To maintain graduation rate of 40 % of entering class after 6 years.

	1995-2001	2001-2007 (Target)
Arkansas Tech	38.26%	40%
SREB Average	45%	

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Objective C: To retain first-time full time freshmen at the national average of 71% from freshman to sophomore year.

	1995	2001	2006 (Target)
Arkansas Tech	62.83%	64.32%	71%
National Avg.	71.4%	71.2%	

Objective D: To have 95% of the graduating class employed or in graduate school within 90 days of graduation.

	1995	2001	2006 (Target)
NA		93%	95%

Objective E: To maintain a culturally and ethnically diverse freshman class representative of our service region.

	1995	2001	2006 (Target)
Percent Minority In Freshman Class	6.5%	10.84%	12%

Objective F: To maintain an average ACT composite score greater than the Arkansas, SREB, and National average for the entering class.

	1995	2001	2006 (Target)
Arkansas Tech	21.0%	21.45%	above National Average
Arkansas	20.2%	20.01%	
National	20.8%	21.0%	

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Program II - Support for Educational Services

Goal III: Enhance and develop physical facilities and equipment.

Objective A: Achieve Increased Utilization and Effectiveness from Physical Facilities to Accommodate Rising Enrollment and New Programs.

Strategies

1. New Facilities

	1995	2001	2006
Fisheries, Wildlife, and Engineering	0 sq. ft.	0 sq. ft.	4,000 sq.ft.
New Art Facility	10,560 sq. ft.	10,560 sq. ft.	25,000 sq. ft.
Academic Classroom Space	622,272 sq. ft.	784,913 sq. ft.	884,913sq. ft.
New Student Housing	0	1 facility	1 facility
Appropriate Parking Spaces	2,770 spaces	3,534 spaces	4,000 spaces

2. Renovation

	1995	2001	2006
Maintenance and Repair-Total Need	N/A	\$56,879,954	\$61,514,867
Maintenance and Repair-Critical Need	\$1,549,135	\$6,214,500	\$7,381,784
Buerkle Field	\$0	\$0	\$3,000,000
Existing Housing Facilities	0	2 facilities	4 facilities
Hall of Distinction Display	200 sq. ft.	504 sq. ft.	1,000 sq. ft.

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Objective B: Increase Instructional Equipment to Accommodate Rising Enrollment and New Programs.

Strategies

1. Establish Capital Equipment Emergency Reserve Fund.

1995	2001	2006
\$0	\$251,856	\$300,000

2. Add Capital Equipment Component to Budget.

1995	2001	2006
\$0	\$0	\$300,000

Objective C: Increase safety and Improve Campus Appearance.

Strategies

1. Landscaping.

1995	2001	2006
0 sites	6 sites	18 sites

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2. Campus Wide Directional Signs.

1995	2001	2006
3 signs	3 signs	20 signs

3. Campus Directory at the Entrance to Campus.

1995	2001	2006
0 signs	0 signs	1 sign

4. Trash Management and Recycling.

1995	2001	2006
1 location	1 location	1 location

5. Bryan Hall Courtyard.

1995	2001	2006
0 sites	0 sites	1 site

Goal IV: Enhance External Fund Raising and Public Relations.

Objective A: Increase the number of alumni who donate to the Annual Fund 2% a year.

Objective B: Increase total dollars raised in the Annual Fund 2% a year.

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Objective C: Increase the funds raised for private scholarships 2% a year.

Goal V: Achieve Funding Equity with Arkansas Institutions of Similar Mission.

This fifth goal was approved and added by faculty and administrators during the 2001-02 year. The goal addresses the funding inequities faced by Arkansas Tech University students. Currently, students at Arkansas Tech University receive less funding per full time equivalent (FTE) student than any four year university in the state, and less than the average funding per FTE at two year colleges in Arkansas. This is a serious handicap to them in achieving their goal of graduation with a baccalaureate degree.

We do not seek funding equal to a research university, only parity with those institutions that have a similar mission and enrollment as ours. **The approximate dollars necessary for Tech to achieve similar funding per FTE to the following similar institutions are listed below:**

For funding similar to:	Additional \$ Tech would need from the State:
UA Monticello	\$6,464,066
Henderson State	\$5,680,696
WestArk	\$3,608,556
Southern Arkansas	\$2,127,734
Average of 2-year colleges	\$1,642,550

Based on Data from ADHE.

If Arkansas Tech were to gain equity from the State, the following would be implemented.

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For Instruction	Cost
To replace overloads taught by current faculty with 16 new faculty.	\$1,000,000
To provide equity adjustments to attract and retain highly qualified faculty for accredited programs.	\$1,500,000
To recruit and retain minority faculty.	\$400,000
Support for instruction.	\$600,000
For Enrollment Management	Cost
Establish a formal retention program in Student Services.	\$1,250,000
For recruitment of minority students.	\$250,000
For Public Information Office.	\$100,000
For Physical Plant and Instruction Equipment	Cost
Increase funding to Capital Replacement Fund.	\$500,000
For Private Fundraising	Cost
To raise scholarship funds, upgrade Development Office and add personnel.	\$500,000

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I. Introduction

In 1988, the Henderson State University Board of Trustees approved a new mission statement that began with the words “Henderson State University is Arkansas’s public liberal arts university.” Since that time, there have been two strategic planning efforts that have been focused on the institutionalization of that initiative, the first being undertaken in 1993-94 and the second in 1997-98. The most recent planning effort resulted in the *Bold Strokes* document, which was presented to the Henderson State University Board of Trustees in December of 1999. *Bold Strokes* has as its primary focus Henderson State University’s commitment to continue the institutionalization of the liberal arts trust in our academic programming.

In November of last year, the institution underwent its ten-year evaluation by the Commission of Higher Learning, perhaps better known as the North Central Association. The main focus of the visiting team’s evaluation pertained to the degree to which the institution had accomplished its liberal arts initiatives. As an outgrowth of this undertaking and in planning for the immediate future, Henderson State University will focus its strategic planning for the 2003-2005 Biennium on two primary goals: teaching and service. Although research and scholarly activity continues to be an expectation of all faculty at Henderson State University, our primary goals have focused on these two areas since the commitment was made to focus more directly on the liberal arts mission.

II. Institutional Mission Statement

Henderson State University is Arkansas’s public liberal arts university. The foundation of the undergraduate academic experience is based on a comprehensive core of courses in the arts and sciences. Further, the University is committed to offering strong professional programs in teacher education and business administration

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at both the undergraduate and graduate levels. Because scholarly and creative endeavors are essential complements to excellence in teaching, the University encourages and supports such efforts on the part of both its faculty and students. In addition to enriching the University, these endeavors form the foundation from which Henderson builds appropriate programs in response to the needs of the various communities that it serves. In close concert with these communities, Henderson applies its expertise to develop those programs that will promote the preservation and improvement of the quality of life in Arkansas.

III. Institutional Goals

Provide Quality Instruction

Provide Quality Service to Internal and External Constituencies

IV. Programs and Program Definitions

Program 1. Instruction

Goal 1. Provide Quality Instruction

Objective 1.

Henderson State University endeavors to provide an education that will nurture in each student the capability to master a particular field of study and to gain productive employment based upon an exemplary liberal arts foundation.

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Objective 1. Strategies

Henderson State University will establish reasonable workloads and will support and maintain

- low student teacher ratios;
- a proper balance between the employment of highly qualified full- and part-time faculty;
- appropriate resources for the acquisition of library holdings and emerging technologies;
- quality instructional facilities;
- faculty development opportunities.

Program 2. Service

Goal 2. Provide Quality Service to Internal and External Constituencies of the University.

Objective 1.

Increase the number of service initiatives for students, faculty, staff within the campus while also developing additional opportunities within the community, region and throughout the state.

Objective 1. Strategies

- Develop undergraduate courses that focus on service learning opportunities
- Support Work Force Development Programs through the Southwest Arkansas Teaching and Learning Center and others
- Expand service to local and area businesses and governmental agencies
- Develop additional articulation agreement with area community colleges

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I. Introduction: Vision Statement

Southern Arkansas University, Magnolia, a center of learning since 1909, will continue to pursue excellence, building upon its rich heritage as a respected regional institution of higher education.

Believing the most important room on campus is the classroom, a caring faculty and staff commit themselves to educating students to be productive citizens with successful careers and fulfilling lives. The SAU community envisions a university in which students pursue academic goals and engage in challenging classroom experiences led by well-qualified and well-compensated faculty. The University will emphasize individual academic and career counseling and advisement, support small class sizes to promote frequent and positive interactions between students and faculty, and encourage intellectual dialogue and debate in a collegial environment.

The SAU community will prepare students to compete successfully in an ever-changing, diverse global environment, incorporating technology as a critical aspect of the learning experience. The University includes in its vision such experiences as virtual classrooms, distance learning, co-curricular activities, and internship and research opportunities.

The SAU community envisions a student-oriented university built around responsible citizenship and ethical values. The University will develop in each student a sense of social responsibility by embracing ethnic, racial, and cultural awareness as a core value and by actively building greater diversity among students, faculty, administration, and staff. Such an environment facilitates personal and social growth for all members of the University community.

The University understands that education is a dynamic process that requires strategic planning, meaningful assessment, and thoughtful response. For this process to succeed, the University will value the input of all its members and will be committed to continuous improvement.

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By realizing its vision of excellence, Southern Arkansas University will continue to serve the region as a center of higher education, cultural enrichment, and lifelong learning, reaching out to students of all ages and providing educational opportunities for an expanding spectrum of learners.

II. Institutional Mission Statement: Mission Statement

The mission of Southern Arkansas University is to educate students for productive and fulfilling lives in a global environment by providing opportunities for intellectual growth, individual enrichment, skill development, and meaningful career preparation. The University believes in the worth of the individual and accepts its responsibility for developing in its students those values and competencies essential for effective citizenship in an ever-changing, free, and democratic society. Further, the University encourages and supports excellence in teaching, scholarly and creative endeavors, and service.

III. Institutional Goal(s)

Goal 1: To position the classroom as the most important place on campus, so that the highest value is given to creative, scholarly teaching and active student learning.

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- Goal 2: To provide a superior education which develops students' abilities to think critically and creatively, solve problems, adhere to ethical principles, value diversity, and communicate effectively.
- Goal 3: To recruit and retain diverse, well-qualified, and student-centered faculty and staff.
- Goal 4: To recruit, retain, and graduate students who have the opportunity to succeed with the support of an educational community of committed and caring faculty and staff.
- Goal 5: To provide the opportunity for all students to have a full, meaningful, and well-rounded university life.
- Goal 6: To instill in students a strong work ethic and a concern for society, preparing them to exercise their responsibilities and rights as citizens and members of the community workforce.
- Goal 7: To preserve a caring and collegial environment.
- Goal 8: To organize an efficient and effective campus where every member of the University community participates in the accomplishment of the University mission and goals.
- Goal 9: To reinforce a positive image through the achievements of students, faculty, and staff; the appearance of the buildings and grounds; and contacts with the public.
- Goal 10: To position the University as a model in the utilization of technology.

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IV. Programs and Program Definitions

Program I Instruction

The Instruction Program includes classroom and laboratory activities, instructional outreach, and all of the support services needed to make instruction occur.

Goal 1: To position the classroom as the most important place on campus, so that the highest value is given to creative, scholarly teaching and active student learning.

Objective 1: Establish a professional development program to increase teaching effectiveness of all faculty.

Strategy A. Establish and maintain a professional development program.

Strategy B. Survey participating faculty at least every two years to determine needs.

Objective 2: Strengthen the scholarly, creative, and research activities of the students, faculty, and staff.

Strategy A. Increase scholarly activity, including publications, presentations, by faculty.

Objective 3: Continue academic assistance to enable students to perform well in the classroom.

Strategy A. Provide supplemental instruction in general education and other required courses.

Strategy B. Operate a Tutoring Center.

Objective 4: Equip classrooms and laboratories to meet current and future educational needs.

Strategy A. Complete inventory of needs in classrooms and laboratories annually.

Strategy B. Provide list of needs for annual budget process.

Objective 5: Ensure that the general education curriculum is current and reflects the mission and values of the institution and meets the Arkansas Department of Higher Education (ADHE) guidelines for academic programs.

Strategy A. Complete a comprehensive review of the general education requirements.

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Objective 6: Evaluate scholarship and financial aid resources and ensure they are applied for the mutual benefit of the students and the University.

Strategy A. Evaluate annually resources and policies of the University for scholarship and financial aid.

Objective 7: Ensure all facilities are adequately maintained.

Strategy A. Attempt to obtain funding for critical and deferred maintenance needs as listed in the Facilities Audit Report.

Goal 2: To provide the opportunity for all students to have a full, meaningful, and well-rounded university life.

Objective 1: Enhance the opportunity for both on-campus, and off-campus students to participate in co-curricular activities.

Strategy A. Establish co-curricular transcript.

Objective 2: Provide excellent residential living experiences.

Strategy A. Conduct annual survey and implement appropriate suggestions.

Strategy B. Review other successful residence hall programs.

Objective 3: Obtain funding for a state-of-the-art student center.

Strategy A. Secure grant from the Reynolds Foundation.

Objective 4: Train workers to learn and appreciate their roles as student staff and their importance to the University.

Strategy A. Maintain "Catch us Caring" program recognizing students who show excellent service.

Strategy B. Implement a student worker appreciation day.

Strategy C. Provide training for student workers.

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- Objective 5. Enhance opportunities for students to participate in the decisions that impact student life.
Strategy A. Place student representatives on University standing and ad hoc committees.
- Objective 6. Provide a safe, secure, and civil learning environment.
Strategy A. Maintain a University Police Department actively engaged in community policing.
Strategy B. Conduct annual civility campaigns.

Program II Public Service and Scholarly Activity

Public Service includes positive cultural and educational exchange between the SAU community and external groups and includes the necessary support activities. Scholarly Activity includes research, creative activities, and other activities of discovery that improve the faculty member's ability to instruct or add knowledge.

Goal 1: Present activities on campus for the region and encourage SAU community participation in the region.

- Objective 1: Provide culturally enriching activities for the citizens of South Arkansas.
Strategy A. Offer a variety of activities for people of South Arkansas.
- Objective 2: Increase student, faculty, and staff participation in civic and service activities.
Strategy A. Offer opportunities for service to the community to faculty, staff and students.
- Objective 3: Meet the higher education needs of business and industry, schools, government agencies, and other organizations.
Strategy A. Offer programs to meet identified needs.

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- Objective 4: Form additional meaningful partnerships with P-12 schools, co-ops, and other higher education institutions.
Strategy A. Identify needs for partnerships and attempt to find grant support.
- Objective 5: Form additional meaningful partnerships with business and industry, public and private organizations, and government agencies.
Strategy A. Identify needs and form partnerships

University of Arkansas System Administration
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I. Introduction

The University of Arkansas System provides Arkansas with access to academic and professional opportunities, develops intellectual growth and cultural awareness in its students, and applies knowledge and research skills to an ever-changing society.

The System is a single entity under the laws and Constitution of the State of Arkansas that includes eleven campuses, the statewide division of agriculture, the state criminal justice institute, and the state archeological survey.

The System provides the state's only legal and architectural education as well as the primary engineering education in the state. The System provides the only academic center for medical sciences in the state. The System also offers graduate programs in academic areas including teaching, business, engineering, medicine, law and agriculture. As the sole source of medical education and comprehensive agricultural research and extension services, the System conducts most of the state's federally funded research.

The cooperative strength and combined resources of the System are a plus while each campus and unit has unique attributes that are also a major advantage. The individual locations offer significantly different programs, emphasis, student life and community opportunities. Each of the campuses and entities perform significantly different roles in meeting the basic mission of the University of Arkansas System.

The University of Arkansas System Administration provides a wide variety of services in support of the Board of Trustees, the President, campuses and entities. The mission statement and the strategic plan for the System Administration follow.

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II. Institutional Mission Statement

The University of Arkansas System Administration carries out the governance and administration of the University of Arkansas System in accord with policies of the Board of Trustees and the President through delegated authority. The system administration provides assistance to the campuses and entities in achieving the comprehensive mission of the University of Arkansas System.

III. Institutional Goals

Goal One: To provide administrative staff support for the governing Board of Trustees and the President as the chief executive officer of the University of Arkansas System.

Goal Two: To provide services that assist the individual campuses and entities in achieving the comprehensive mission of the University of Arkansas System.

IV. Programs and Definitions

Program 1 General Administration

General Administration includes activities related to general administrative operations, executive direction, and central executive-level activities concerned with management and long-range planning for the System.

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Goal One: To provide administrative staff support for the governing Board of Trustees and the President as the chief executive officer of the University of Arkansas System.

Objective one: Provide financial and accounting services.

Strategy one: Advance the development and implementation of policies of financial reporting for the Board of Trustees and other constituents.

Strategy two: Develop for the Board of Trustees and the President a report on annual operating budgets with quarterly updates for all campuses and entities.

Objective two: Provide legal and regulatory counsel.

Strategy one: Provide representation for the Board of Trustees and the President in all litigation that is a result of the performance of their System duties and responsibilities.

Objective three: Promote community and government relations.

Strategy one: Improve public relations and the coordination of media contacts for the Board of Trustees, the President and the System.

Objective four: Provide internal audit services.

Strategy one: Prepare a risk assessment report for the University of Arkansas System for the Board of Trustees and the President.

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Program 2 Institutional Support

Institutional Support includes legal and fiscal operations, planning and programming, internal audit, support services to campuses and entities; and activities concerned with community and government relations.

Goal One: To provide services that assist the individual campuses and entities in achieving the comprehensive mission of the University of Arkansas System.

Objective one: Provide financial and accounting services.

Strategy one: Provide and administer a program of employee benefits and risk management.

Strategy two: Provide financial and accounting advice, reporting, consultation and the preparation of consolidated financial reports.

Strategy three: Coordinate, develop, and implement investment policies for all pooled funds of the University of Arkansas System.

Strategy four: Strengthen overview of procedures and policies for all capital construction.

Objective two: Provide legal and regulatory counsel.

Strategy one: Provide legal and regulatory counsel to the campuses and entities of the System to include representation in litigation.

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Strategy two: Minimize the risk of liability or loss to the University by coordination, communication and advice to the campuses and entities concerning applicable legal and regulatory matters.

Strategy three: Support campuses and entities in the exercise of governance authority within applicable policies of the Board; state, federal and local laws and regulations; and judicial decisions.

Objective three: Promote community and government relations

Strategy one: Serve as an advocate and liaison between state and federal government and the campuses and entities of the system.

Objective four: Provide internal audit services.

Strategy one: Provide risk assessed audit services to insure an accountable use of resources and the cost effective performance of the campuses and entities in accordance with applicable laws, regulations and Board of Trustees policies.

Objective five: Promote cooperative and collaborative programs for campuses and entities.

Strategy one: Coordinate the development of distance learning opportunities provided by campuses and entities.

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Strategy two: Expand strategies for planning, assessment and development that encourage consensus building among all campuses and entities.

Strategy three: Advance the development and implementation of the Clinton School of Public Service.

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Introduction

In 1999, the leadership of the University of Arkansas met to establish a direction for the university to take in the early years of the 21st Century. As a prelude to setting that direction, Chancellor White, the vice chancellors and the other academic leadership on the campus developed a vision statement that has set the context for establishing goals, objectives and strategies for the state's comprehensive research institution. That vision statement follows:

The University of Arkansas is a nationally-competitive, student-centered research university serving Arkansas and the world.

I. Institutional Mission Statement:

The University of Arkansas is the flagship campus of the University of Arkansas System and serves as the major center for liberal and professional education and is the oldest land grant institution in the state. In addition, the University of Arkansas is the state's major source of theoretical and applied research in a robust array of disciplines and provider of a wide range of public services reaching out to people throughout the state, region and nation.

The University offers a broad spectrum of academic programs leading to baccalaureate, master's, doctoral, and professional degrees not only in the traditional disciplines within the arts, humanities, social sciences, and natural sciences but also in the core professional areas or agricultural, food and life sciences; architecture; business; education; engineering; health professions; human environmental sciences; and law.

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II. Institutional Goals:

Following are the overarching goals established by the University of Arkansas and endorsed by the Board of Trustees, the 2010 Commission, the Campaign for the 21st Century and the business communities of the state and region.

- Improve quality and reputation through programs of excellence in teaching, research and service
- Increase the quality and size of the student body
- Increase the diversity of faculty, staff and student body
- Increase private support
- Increase public support

III. Programs and Program Definitions

Program 1: Teaching

One program within the mission of the University of Arkansas is that of providing post-secondary education to students seeking to earn undergraduate and graduate degrees.

Goal: Offer excellent instructional programs to undergraduate and graduate students

Objective: Recruit and retain a diverse faculty with demonstrated potential for excellence in teaching

Strategy: Provide competitive salaries and fringe benefits to attract faculty who are excellent teachers

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Strategy: Expand access to instructional programs through non-traditional synchronous and asynchronous methods of delivery, such as two-way video, Internet courses, and on-site instructional partnerships across the state and throughout the world

Program 2: Research

Another program within the University's mission is that of providing research and scholarship to expand the body of knowledge and to keep the institution, the state, and its citizenry at the edge of discovery in such areas as commerce and the sciences.

Goal: Conduct, publish, and seek funding for excellent and meaningful research and scholarship

Objective: Increase external funding for faculty and staff to pursue research efforts

Strategy: Recruit and retain a diverse faculty with demonstrated potential for excellence in research

Strategy: Provide competitive salaries and fringe benefits to attract faculty who are excellent scholars

Strategy: Provide excellent facilities and resources for conducting competitive research

Strategy: Provide start-up funding and matching-fund support to faculty to encourage the development of competitive state and federal grant proposals

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Objective: Respond to research needs across the state

Strategy: Create partnerships with other institutions such as the University of Arkansas for Medical Sciences and with research entities such as the Agricultural Experiment Station and the Arkansas Biosciences Institute at Arkansas State University to share research efforts through both traditional and non-traditional methods of delivery

Program 3: Public Service

The third program within the mission of the University of Arkansas is that of providing meaningful and ongoing service and outreach to the benefit of the social, cultural, educational, commercial and scientific fabric of the state, the nation and the world.

Goal: Bring the expertise of University of Arkansas faculty members to bear on the issues facing the state, the region, the country, and the world at large

Objective: Enhance the dissemination of knowledge, creativity and ideas beyond the university borders

Strategy: Increase the incentives to faculty for performing meaningful service to the public

Objective: Encourage the public and private sectors to take advantage of faculty expertise in appropriate areas

Strategy: Publicize information about UA faculty expertise and research results

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Strategy: Expand opportunities for faculty and staff to disseminate knowledge through non-traditional and electronic delivery modes, through on-site and off-site partnerships, and through satellite locations across the state.

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I. Introduction

The Division of Agriculture of the University of Arkansas System is unique in the overall scheme of higher education in Arkansas. It is composed of the Agricultural Experiment Station and the Cooperative Extension Service and has the basic mission of discovery of knowledge through research and, through extension education, helping Arkansans put that knowledge to work in their daily lives. Through its programs, the Division reaches out into all 75 counties and touches nearly every rural and urban citizen in the state.

Many Division faculty have joint appointments with institutions of higher education to carry their research and extension expertise into the classroom. Experiment Station scientists and Extension specialists are located at the University of Arkansas-Fayetteville, University of Arkansas-Monticello, University of Arkansas-Pine Bluff, University of Arkansas-Little Rock and at Arkansas State University in Jonesboro. In addition, faculty are headquartered at the Cooperative Extension Service in Little Rock and at four Research and Extension Centers at Hope, Keiser, Stuttgart and Monticello. There are seven branch research stations across the state. Programs are taken directly into local communities through County Extension offices in all 75 counties.

Because of the highly diverse programs ranging from basic science in areas like molecular genetics to practical applications in production agriculture to developing Arkansas youth for a better future through 4-H, the priority goals for the Division are equally broad and diverse.

II. Institutional Mission Statement

The University of Arkansas System is a comprehensive, multi-campus, publicly aided institution dedicated to the improvement of the mind and spirit through the development and dissemination of knowledge.

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III. Institutional Goal(s)

The mission of the University of Arkansas Division of Agriculture is education and research. The Division is dedicated to improving the lives of Arkansans by generating knowledge through research and putting that knowledge to use through education. Within the broad context of this mission, the Division will:

- Foster the improvement of agriculture and agribusiness,
- Improve the stewardship of natural resources and the environment,
- Ensure a safe, nutritious food supply,
- Strengthen Arkansas families,
- Develop leadership skills and productive citizenship among youth and adults,
- Enhance economic security and financial responsibility among the citizens of the state, and
- Improve the quality of life in communities across Arkansas.

IV. Programs and Program Definitions

The University of Arkansas System reaches every county of the state through its Division of Agriculture. The Division includes the Arkansas Agricultural Experiment Station and the Cooperative Extension Service.

The Cooperative Extension Service has an office in all 75 Arkansas counties. County faculty and state specialists provide education, consultation and other services in agriculture, natural resources, economic and community development, family and consumer science, 4-H and youth development, and business development.

The Arkansas Agricultural Experiment Station is the primary research support agency for Arkansas agriculture **and**

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horticulture, forestry, food processing and related issues impacting the environment, families and communities. Research is conducted on three university campuses, at five research and extension centers, and at seven branch stations.

- **Program 1 - Arkansas Agricultural Experiment Station**

The Arkansas Agricultural Experiment Station is the statewide research component of the U of A System's Division of Agriculture. The mission of the Arkansas Agricultural Experiment Station is to generate, interpret and communicate new technologies and knowledge for use by individuals, families, communities and businesses. The Arkansas Agricultural Experiment Station serves as the primary research support agency for Arkansas farmers, food processors and related industries.

- **Goal 1 - An agricultural system that is highly competitive in the global economy**

- **Objective 1**

- Develop sustainable plant and animal production systems

- **Strategies**

- Conduct research on all aspects of plant and animal production systems

- **Goal 2 - A safe and secure food and fiber system.**

- **Objective 1**

- Enhance food safety

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- **Strategies**
Conduct research to reduce the incidence of food borne risks (pathogens, chemicals, naturally occurring toxins)

Goal 3 - A healthy, well-nourished population.

- **Objective 1**
Improve human nutrition
 - **Strategies**
Conduct research on nutrient composition of foods/food components

Goal 4 - Greater harmony between agriculture and the environment.

- **Objective 1**
Improve forest, soil, water and wildlife conservation management
 - **Strategies**
Conduct research to ensure ecosystems integrity and biodiversity, and protect, sustain and enhance water, soil & air resources

Goal 5 - Enhanced economic opportunity and quality of life for Arkansans.

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- **Objective 1**
Improve quality of life and community development
 - **Strategies**
Research individual, family and community development needs

- **Program 2 - Arkansas Cooperative Extension Service**

The Arkansas Cooperative Extension Service is the statewide public service education component of the U of A System's Division of Agriculture. The mission of the Arkansas Cooperative Extension Service is to develop and transfer need based educational programs, in response to issues identified by citizens at the local level, to support economic, environmental and social goals. This is achieved through partnerships with the public and private sector, and through the use of new technologies and research-based information, transferred to individuals, families, communities and businesses across Arkansas. Through research and education, the Cooperative Extension Service works:

- To empower the agricultural system with knowledge that will improve our competitiveness in domestic production, processing and marketing;
- To support and strengthen the health and economic well-being of Arkansas families;
- To provide experiential learning opportunities for the state's youth to support their growth and development in citizenship, leadership and life skills; and
- To foster individual, organizational and community development to maximize the leadership potential of all Arkansans.

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Goal 1 - An agricultural system that is highly competitive in the global economy

- **Objective 1**
Promote agricultural profitability and sustainability
 - **Strategies**
Teach and demonstrate appropriate plant and animal production systems practices

Goal 2 - A safe and secure food and fiber system.

- **Objective 1**
Promote food quality, safety and security
 - **Strategies**
Teach and demonstrate practices to enhance quality, safety and security of the food supply

Goal 3 - A healthy, well-nourished population.

- **Objective 1**
Improve human health and nutrition
 - **Strategies**
Teach and demonstrate practices for better health and nutrition for all Arkansans

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Goal 4 - Greater harmony between agriculture and the environment.

- **Objective 1**
Improve management of natural resource systems
 - **Strategies**
Teach and demonstrate proper management of natural resources systems

Goal 5 - Enhanced economic opportunity and quality of life for Arkansans.

- **Objective 1**
Support Arkansas youth, families and communities
 - **Strategies**
Teach and demonstrate practices leading to youth development, family support, economic development and leadership training

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Introduction

The Arkansas Archeological Survey is an institution devoted to archeological research, public service, and public education. Created by the Arkansas Legislature in 1967, it is a unit of the University of Arkansas System. The Survey has ten research stations located across Arkansas, and its headquarters and Coordinating Office is in Fayetteville. To fulfill its mission, the Survey works closely with the Arkansas Archeological Society, a large statewide organization of avocational archeologists, the Department of Arkansas Heritage, State Parks, and various universities.

Act 39 of 1967 is the basic enabling legislation that details the responsibilities of the Survey. Act 58 of 1967 requires the Survey and state agencies to cooperate in the preservation of archeological sites on public lands. Section 5 of Act 480 of 1977 directs the Survey to cooperate with the Department of Arkansas Heritage in the preservation of archeological sites in the state. Act 274 of 1991 gives the President of the University of Arkansas responsibility for appointing the Survey's Director and State Archeologist. In 1991, the State Legislature passed Act 753 providing for the protection of unmarked graves and directing the Survey to develop standards for recording such graves and to act as a repository for human skeletal remains when needed.

Archeologists at the ten research stations conduct basic archeological research and provide assistance to citizens of Arkansas and to state and federal agencies. Seven research stations are located on university campuses (UAF, UAPB, UAM, ATU, HSU, ASU). Research stations are also located at Toltec Mounds Archeological State Park, Parkin Archeological State Park, and in the city of Blytheville. Archeologists at the university-based research stations hold faculty positions at their host campus, and all station archeologists have titles in the Department of Anthropology at the University of Arkansas-Fayetteville.

The Survey's Coordinating Office in Fayetteville houses the administrative offices, the State Archeologist's office, the Registrar's office, Computer Services, Sponsored Research Program, and the Publications Office. Survey administrative staff includes the Director, the Assistant Director for Financial Affairs, an administrative secretary, and an accounting technician. The Survey has 45 employees statewide.

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Institutional Mission Statement

The mission of the Arkansas Archeological Survey is to discover, protect, and study archeological sites; to learn about the lives and cultures of the people who lived here before us; and to share this knowledge with the people of Arkansas.

Institutional Goals

Research Goal: The Survey's research goal is to increase and disseminate knowledge about 12,000 years of human occupation and environmental change in Arkansas through archeological survey, excavation, analysis, and publication. The Survey's scope of research covers early Native American, Spanish, French, and American history, including African-American history.

Public Education Goal: The Survey's public education goal is to enhance the public's awareness and knowledge of the rich archeological heritage of Arkansas, and to provide information to schools for the teaching of Arkansas history.

Site Preservation Goal: The Survey's site preservation goal is to increase technical assistance and information flow to governmental agencies, private organizations, private landowners, amateur archeologists, and Native American tribes concerning Arkansas archeology, the importance of archeological site preservation, and applicable state and federal laws.

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Programs and Program Definitions

Program 1: Archeological Research. Archeological research includes field identification and site documentation; evaluation of site significance through mapping, excavation, and geophysical remote sensing; excavation and analysis of significant archeological properties; analysis of existing archeological collections; preservation and curation of existing

archeological collections for future research; and the publication of research results in international, national, regional, and local venues.

Research Program Goal 1.1: The Survey will increase basic site documentation and research at major and threatened archeological sites in Arkansas and prepare publishable reports.

Objective 1.1.1: Document major and threatened archeological sites through the preparation of topographic and geophysical remote sensing maps, and limited archeological excavations to determine site use and age.

Objective 1.1.1 Strategies: With approval of private landowners, research station archeologists and volunteers from the Arkansas Archeological Society will excavate representative samples of significant archeological sites focusing especially on those threatened with destruction by construction, farming, natural erosion, and looting.

Objective 1.1.1 Strategies: The Survey will work with state agencies to document major and threatened archeological sites on state property.

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Objective 1.1.1 Strategies: The Survey's Sponsored Research Program is funded through grants and contracts. A major strategy is to develop stable funding for the program in order to record and document significant archeological sites (including historic cemeteries) in Arkansas.

Research Program Goal 1.2: The Survey will increase the analysis of existing archeological information and collections by preparing finished publishable reports concerning past archeological excavations and fieldwork.

Objective 1.2.1 Prepare technical reports about past archeological excavations that have gone unreported due to a lack of funding and other commitments.

Objective 1.2.1 Strategies: The Survey will prepare and submit grant applications to ANCRC, NEH, and NSF to obtain funds for the analysis of information and collections from past excavations.

Objective 1.2.1 Strategies: The Survey will enlist new graduate students in anthropology to use existing collections and information for master's theses and Ph.D. dissertations.

Objective 1.2.2: The salaries of the archeologists employed by the Survey will be similar to those paid to archeologists by the Department of Anthropology at the University of Arkansas-Fayetteville and private archeological firms for similar achievements and experience.

Objective 1.2.2 Strategies: The Survey will continue to evaluate all positions on a yearly basis to enhance efficiency and free funds that can be redirected to salary increases of Survey employees.

Objective 1.2.2 Strategies: The Survey will seek increases in maintenance funds so salary funds will not be used to maintain the Survey's building in Fayetteville.

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Research Program Goal 1.3: The Survey will increase the quality of the Survey's archeological collection storage facilities and improve the care of existing archeological collections so that these collections are available for future research and education. In pursuing this goal, the Survey will comply with provisions of the Native American Graves Protection and Repatriation Act.

Objective 1.3.1: Develop new collection facilities and rehabilitate existing facilities in Arkansas for the care of archeological materials and associated documents.

Objective 1.3.1 Strategies: The Survey will explore the feasibility of developing a capital request in conjunction with Arkansas Department of Tourism and Parks and the Department of Arkansas Heritage for a joint collection facility in southwestern Arkansas to house historic and archeological artifacts and associated documents from that region.

Objective 1.3.1 Strategies: The Survey will continue to work with the Arkansas Congressional Delegation, Mississippi County, and the City of Blytheville to obtain funding for an archeological heritage and collection center in northeast Arkansas.

Objective 1.3.1 Strategies: The Survey will prepare a report assessing the state of archeological collection facilities in Arkansas. This will be used as a basis to develop grant proposals to NSF, NEH, and other funding agencies.

Objective 1.3.2: The Survey will comply with all state and federal laws requiring consultation with Native American tribes and repatriation of Native American human remains, associated funerary objects, sacred objects, and items of cultural patrimony.

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Objective 1.3.2 Strategies: The Survey will prepare and submit additional grant applications to the National Park Service and other agencies for repatriation efforts.

Objective 1.3.2 Strategies: The Survey will consult and inform Indian tribes concerning archeological research at their ancestral sites in Arkansas.

Program 2. Public and Agency Outreach. Public outreach includes general public education; development of curricular materials for schools; programs and assistance for the Arkansas Archeological Society; providing information and technical preservation assistance to governmental agencies needing to comply with federal historic preservation law; providing information and assistance to private landowners.

Outreach Program Goal 2.1. The Survey will make available to the general public, public schools, public officials, and landowner's information about Arkansas's rich past in a variety of different formats and media.

Objective 2.1.1: The Survey will increase the number of publications and materials available to the general public and schools, and make them available in various media and via the World Wide Web.

Objective 2.1.1 Strategies: The Survey will revise existing Popular Series publications and write and publish two additional Popular Series publications and five additional Flyers in the next five years.

Objective 2.1.1 Strategies: Grant applications will be submitted to obtain funds to expand materials available on the Survey's web site.

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Objective 2.1.1 Strategies: The Survey will seek funds for a full-time education specialist. The Survey currently has a one-half time specialist.

Objective 2.1.1 Strategies: The Survey will provide archeological site and project information to local governments and state and federal agencies using the latest technologies.

Objective 2.1.2 Strategies: The Survey will seek funds to hire a full-time assistant for computer services.

Outreach Program Goal 2.2. The Survey will provide educational training, fieldwork opportunities, and technical support to the Arkansas Archeological Society.

Objective 2.2.1: The Survey will continue to provide office and technical support for the activities of the Arkansas Archeological Society as provided by state law.

Objective 2.2.1 Strategies: The Survey will seek funding to increase from one-half time to full time the Survey's Society support position.

Objective 2.2.2: The Survey will continue to train Arkansas Archeological Society members about the aims and purpose of archeology and the acceptable modern standards for archeological methods and techniques.

Objective 2.2.2 Strategies: The Survey will continue the nationally acclaimed Annual Training Program in Archeology jointly sponsored by the Arkansas Archeological Survey and the Arkansas Archeological Society.

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Objective 2.2.2 Strategies: The Survey will consult regularly with the officers and Board of Advisors of the Arkansas Archeological Society to review existing programs, publications, and activities to insure the beneficial relationship between these two organizations continues.

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Mission Statement

The mission of the Criminal Justice Institute (CJI), a division of the University of Arkansas System, is to enhance the professional and technical effectiveness of Arkansas' criminal justice entities by offering continuing education in the fields of management, forensics, and computer applications, together with providing research and technical assistance. CJI is committed to continuing and strengthening collaborative efforts with other higher education institutions and law enforcement agencies in order to provide advanced education and professional development for the Arkansas law enforcement community.

Institutional Goal

To achieve its mission, CJI must design, enhance, and implement curriculum in management, forensic sciences, and computer education that meet the unique educational and training needs of the Arkansas law enforcement community. CJI is also committed to meeting the technical and informational support needs of this vitally important group.

Programs and Program Definitions

Program: CJI provides education and public service to the law enforcement community in Arkansas.

Goal: The goal of CJI is to make available courses, programs, and services specific to the unique needs of Arkansas law enforcement.

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Objective: CJI will enhance the knowledge of the Arkansas law enforcement community in the areas of management, forensic sciences, and computer applications as well as provide needed services that allow Arkansas law enforcement agencies to best serve their constituencies.

- Strategies:
- 1) The Law Enforcement Management Center (LEMC) will enhance the knowledge, skills, and abilities of supervisors and leaders in the Arkansas law enforcement community through various courses, programs, and public services.
 - 2) The Forensic Sciences and Computer Education Center (FSCEC) will ensure that Arkansas law enforcement personnel keep pace with current trends and initiatives in forensic sciences and computer technology by means of its curriculum, programs, and public services.
 - 3) CJI will continue to apply for and obtain federal grant funds to assist in providing research and technical assistance to the Arkansas criminal justice community.
 - 4) CJI will strive to reacquire lost funding for the Center for Law Enforcement Research and Assistance (CLERA) to better serve Arkansas law enforcement with needed services that assist them

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in their continued efforts to best serve the communities of Arkansas. Services that would be reinstated would be: a) entry level and promotional testing, b) small agency assessment and assistance, c) job descriptions, d) model policy and procedure manuals, and e) the return of previous funding levels for the CJI Library and Resource Center.

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I. Introduction - Proud of its past and confident in its future, The University of Arkansas - Fort Smith celebrates its 75th anniversary during the 2003-2005 biennium. This biennium also marks the fifth year of a strategic planning process that has already brought about significant change to this institution. The fact is, however, our entire 75-year history is one of continuous, purposeful change. The change is in more than name. The institution has gone from a public college organized within the public school system to private status and then back to that of a public institution. It has gone from being largely a 2-year liberal arts institution to one of stature as a nationally recognized comprehensive community college. It has led the way in seeking a new higher education model that includes new reward systems, elimination of tenure, and an organization based on student goals rather than faculty disciplines. Most importantly, the institution has changed in response to the needs, desires and stated expectations of the citizens and communities served.

With this plan and with this biennium request, we move forward in our efforts to bring life, substance, and excellence to the next, and, we believe, most compelling phase of our institutional history - that of making the transition from Westark College, a 2-year institution, to status as a 4-year, baccalaureate degree granting institution known as The University of Arkansas - Fort Smith. The strategic plan adopted in 1998 proposed a general set of directions and initiatives that have served us well. This update is the result of efforts undertaken by the Board of Trustees (now a Board of Visitors), working with staff, to connect with the "owners" of the institution in a manner that effectively identifies and responds to the learning needs of the citizens and communities served by the institution. In July 2001, these same citizens affirmed the Board's strategic plan by an overwhelming vote of 76.3 percent in support of the creation of UA Fort Smith.

In brief, the intent of the Board, the vote of the people, and the focus of the plan is all about one thing - raising education levels. A big part of this institutional goal is to provide expanded opportunities for learning. At the same time, we must also raise the awareness of the value of an education and create an expectation of and desire for more learning among the citizenry. Opportunity, responsiveness, and service are what this plan is about and we commit to the General

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Assembly that we will do our dead level best to make it happen, effectively and efficiently, with as much value delivered as can possibly be squeezed from each dollar.

The goals, objectives, and strategies identified below seek systemic change in the ongoing effort we started over five years ago to "build the better mousetrap." We've demonstrated our willingness to invest our energy and resources in "outside the box" thinking out of a desire to be the leader in the learning enterprise in response to the documented needs and desires of the citizens and communities we serve. It is with this single desire in mind that we respectfully request your support in providing sufficient funding to enable our institution in particular and higher education in general to achieve the goals set forth in the respective strategic plans. Our state will be better for it.

II. Institutional Mission Statement

The mission of the University of Arkansas - Fort Smith is to positively and measurably change the lives of the Western Arkansas people and communities we serve through education and training and other learning activities.

III. Institutional Goal - The University of Arkansas - Fort Smith will raise the education levels of the residents of the Western Arkansas service area so as to meet or exceed the national average by the end of 2010 at a cost that is affordable and comparable to peer institutions.

IV. Programs

Program 1 - TEACHING AND LEARNING

Goal 1 - Enhance the quality of teaching and learning in response to the new and changing demands of our community and the region we serve.

* Objective 1 - Provide innovative, relevant, and rigorous academic programs.

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* Objective 1 Strategies

1. Attract and retain a highly qualified faculty by promoting a collegial campus community, providing competitive compensation, and offering attractive professional development opportunities.
2. Attract, retain, and graduate a larger, better prepared student body by increasing expectations for incoming students, expanding merit scholarships, and providing a supportive community.
3. Recognize and reward excellence in teaching.
4. Assess academic programs through a systematic process of learning assessment, program review, and program accreditation.
5. Focus new program development at the baccalaureate level and in areas that reflect regional needs.
6. Improve the quality and accessibility of library and other learning resources.

* Objective 2 - Promote the scholarly and creative achievements of faculty, students, and staff.

* Objective 2 Strategies

1. Offer faculty an array of opportunities for scholarly activity, including centers of excellence and endowed chair positions.
2. Encourage student achievement through involvement in scholarly activity projects, public performances, and participation honors and other leadership development programs and forums.
3. Support, recognize, and reward staff for professional development and scholarly activity.

Goal 2 - Pursue the continuous improvement of university operations that contribute to student success.

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Objective 1 - Provide a challenging and supportive learning environment that fosters student persistence, achievement, and success in realization of education goals.

* Objective 1 Strategies

1. Provide academic advising, academic assistance, and personal support services that are responsive to student needs and promote student success.
2. Develop recruiting, admission, and financial aid programs that meet university enrollment goals, improve recognition of the importance of higher education, and provide financial support for students based on both need and ability.
3. Provide effective information technology support for learning.
4. Emphasize continuous improvement of business services that support academic and administrative accomplishment and remove barriers to success.
5. Develop integrated marketing initiatives that promote the university, create new opportunities for communication with stakeholders, and incorporate efforts to gain national recognition of academic and administrative accomplishments.

Program 2 - WORKFORCE AND ECONOMIC DEVELOPMENT

Goal 1 - Be a full partner in regional economic, business, and workforce development.

- * Objective 1- Provide learning opportunities that enable students to become employed and advance in occupations.

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* Objective 1 Strategies

1. Invest in partnerships focused on K-12 education, regional economic development, community development and other mutually beneficial priorities.
2. Provide expanded opportunities for students to take and pass appropriate licensing and/or certification examinations.

* Objective 2 - Be the workforce training partner of choice for area business and industry.

* Objective 2 Strategies

1. Develop the capacity to offer "just in time" customized training required to keep area industry competitive in the global economy.
2. Expand the inventory of "on-the-shelf, ready-to-go" industry training packages that enable area business to quickly invest in the human capital component of their enterprise.

Program 3 - PUBLIC SERVICE

Goal 1 - Advance the quality of life in Fort Smith and the surrounding region.

* Objective 1 - The University will be an essential contributor to the intellectual and cultural well being of the people in the communities we serve.

* Objective 1 Strategies

1. Offer opportunities for life-long learning.

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2. Present diverse cultural programming and provide intellectual leadership by stimulating debate and inquiry.
3. Provide a variety of outreach, artistic, athletic, and recreational activities for the community.

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Institutional Mission Statement

The mission of the University of Arkansas at Little Rock is to develop the intellect of students, to discover and disseminate knowledge, to serve and strengthen society by enhancing awareness in scientific, technical, and cultural arenas, and to promote humane sensitivities and understanding of interdependence.

Institutional Goal:

To use quality instruction to instill in students a lifelong desire to learn; to use knowledge in ways that will contribute to society; and to apply the resources and research skills of the university community to the service of the city, region and state of Arkansas.

Program 1: Instruction The University of Arkansas at Little Rock offers a liberal arts education through certificates, associate and baccalaureate degree programs and focused professional and graduate degrees through the doctoral level.

Goal 1. To deliver a quality, comprehensive education to students.

Objective 1: To maintain quality standards across all educational programs at the university as determined by student and employer satisfaction.

Strategy: Conduct a biennial survey of UALR graduates to determine the satisfaction of the education they received at the university.

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Strategy: Conduct a biennial survey of local employers to determine their satisfaction with the preparation of our graduates.

Objective 2: To maintain and achieve accreditation of a minimum of 80 percent of all professional and technical degree programs eligible for accreditation by a recognized national association or organization.

Strategy: Continue current memberships in accrediting organizations and maintain accreditation of those programs that have specialized accreditations.

Strategy: Seek advice in the development and implementation of the Systems Engineering program from consultants recommended by the Accrediting Board of Engineering and Technology.

Goal 2 To expand the use of technology where applicable, through degree and certificate programs that increase both the general educational level and the economic well-being of the state.

Objective 1: To develop a cooperative program in an on-line format with two-year colleges by Fall 2005.

Strategy: Develop the last two years of a Bachelor of Arts in Liberal Arts (BALA) in an on-line format to increase student access which can be a companion to the two-year online AA degree.

Objective 2: To enhance the use of technology in core courses by Fall 2005.

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Strategy: Through faculty development and support, increase the use of technology in the core courses (required of all students) using the core to develop minimal technical skills while teaching the content.

Goal 3 To increase the state's capacity to attract and develop information age business and industry.

Objective 1: To encourage collaboration between UALR's College of Business Administration and the Cyber College by Fall 2005.

Strategy: Develop collaborative projects between the College of Business Administration and the Cyber College to increase the number of graduates who are prepared to meet the broad range of challenges presented by the emerging corporate and industrial environments.

Strategy: Share academic resources, i.e., faculty and courses as appropriate.

Objective 2: Determine the need for an MS in Management Information Systems (MIS) in the central Arkansas region. If appropriate, develop a curriculum by January 2004 and gain appropriate board approvals by July 2004.

Strategy: Develop a degree program for an MS in MIS and seek approval from the University of Arkansas Board of Trustees and the Arkansas Department of Higher Education to implement such a degree program as early as January 2004.

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Objective 3: To significantly increase the number of students with degrees or certifications in Information Technology fields by Fall 2006.

Strategy: Double the number of students completing degrees or certification in information technology areas by August 2006 relative to the number of such completions in 2000-2001. The programs involved will be the Information Technology Minor as well as Baccalaureate and graduate degrees in Fine Arts Graphic Design, CIS/MIS in Management, Computer Science, Engineering Technology, Information Science, Systems Engineering and Applied Science.

Goal 4: To continue to serve the underrepresented populations of Arkansas.

Objective 1: To develop a retention program, appropriate to a metropolitan university.

Strategy: To have in place by January, 2004 a retention tracking system based on longitudinal student data to support the continuous improvement of retention efforts and undergraduate graduation rates.

Program 2: Research: The University of Arkansas at Little Rock contributes to the expanding body of knowledge through research, both basic and applied appropriate to its programs and its faculty; many research activities address the problems of Arkansas as it interacts with an increasingly complex and interdependent world.

Goal 1. To increase the ability of the university to conduct research that can lead to increased economic viability of the state, giving particular attention to the needs of existing industry and new industries the region and state may wish to attract.

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Objective 1: To increase the private donations to UALR by Fall 2005.

Strategy: By Fall 2005, invest in and enhance the Office of Development in order to increase the amount of private funding necessary to enhance the research position of the university.

Objective 2: To increase the level of extramural funding through grants and contracts by Fall 2005.

Strategy: By Fall 2005, increase the number of submissions of proposals to granting agencies and foundations.

Program 3 – Public Service: UALR shares its resources with the larger community through public service, by responding to the special needs and interests of individuals, organizations, businesses, and governmental units.

Goal 1. To engage in professional public service that will address the challenges faced by the region and the state, giving particular attention to communities which may have the greatest needs.

Objective 1: To continue to offer high quality public outreach through the Institute for Economic Advancement, the Small Business Development Center, and the Institute of Government.

Strategy: By Fall 2005, increase the number of small businesses served through consulting and training.

Strategy: Continue to provide training to state, local and nonprofit organizations through certificate programs in Public Management, Employee Management, and Volunteer Management and others plus policy research and technical assistance.

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Strategy: Over the next five years continue to provide accurate econometric forecasting, census data, and other data-oriented research for the state of Arkansas.

Objective 2: To continue providing the intellectual resources of the university to critical issues facing the community (i.e. *Plain Talk: The Future of Little Rock's Public Schools*, and *Water for our Future: Overcoming Regional Paralysis*)

Strategy: Over a period of five years, identify in collaboration with local officials at least one critical community issue needing analysis and recommendations for solution

Strategy: Convene the university and community resource team to research and develop the analysis for the issue to be addressed.

Objective 3: By Fall 2003, to coordinate and communicate outreach opportunities for students and faculty at UALR.

Strategy: To enhance outreach activities through an outreach office that will be a communications hub and meeting space for faculty and students involved in service learning and community-based programs.

Strategy: Develop a strategy to work with the neighborhoods surrounding UALR to increase their viability and economic potential.

Strategy: Increase the Service Learning focus in the academic programs to develop a service commitment among our faculty and students.

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I. Introduction:

The University of Arkansas-Monticello (UAM) is a comprehensive institution offering undergraduate and graduate programs. UAM provides degree opportunities for both traditional and non-traditional students and provides an environment which nurtures individual achievement and personal development. UAM offers associate and bachelor's degrees in the liberal arts and sciences and it also offers pre-professional and professional, and applied program to prepare graduates for careers and advanced study. Master's degrees are offered in Elementary and Secondary Education and in Forest Resources. UAM also offers and receives courses via video conferencing and the internet. UAM also cooperates with other institutions to bring services and programs to the area.

The University of Arkansas-Monticello is committed to providing a campus environment conducive to inspired teaching and learning. Therefore, the primary focus for faculty members at UAM is excellence in teaching. To enrich teaching and learning, UAM faculty are also expected to be involved in research, scholarship and/or creative activities. A stronger emphasis is placed on applied research in the Division of Agriculture and the School of Forest Resources as UAM partners with the University of Arkansas at Fayetteville (UAF) and the Arkansas Agricultural Experiment Station and Cooperative Extension service and their related missions.

The University of Arkansas-Monticello, as the only state university of southeastern Arkansas, has a special role in providing cultural opportunities for students and citizens within its service area. In this regard, the campus serves as an advocate and sponsor for many activities and events in seeking to promote the growth and development of the region. UAM also seeks to collaborate with, and serve the needs of, public schools, business and industry, transportation, agriculture, and the wood products industry. UAM, in particular, assumes a leadership role in the delivery of services and resources in the areas of community, leadership, economic and industrial development, and cooperative educational

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programs with emphases on basic education literacy, disadvantaged youth, and workforce training and retraining. UAM is also committed to K-12 enrichment programs and educational reform and actively collaborates with area schools and the regional educational cooperative.

The History of the University and the Mission Statement of the University are enduring and used by the campus community as the foundation for the daily operations of the University and strategic plan work. The Mission Statement of the University is used as a benchmark to measure UAM's success.

II. Institutional Mission Statement:

The University of Arkansas at Monticello is an open admissions institution established in 1909 by an act of the General Assembly of the State of Arkansas. The University seeks to enhance and share knowledge, to preserve and to promote the intellectual content of society, and to educate people for critical thought through quality diversified undergraduate and select master's degree programs that will prepare them to be productive citizens in society.

III. Institutional Goals

Knowing that its reputation stands on the quality of its programs, the University of Arkansas at Monticello will establish and maintain instructional, service and research programs supportive of UAM's academic mission focused on career oriented, professional, and liberal arts and sciences programs which creatively meet the needs of the constituents we serve.

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IV. Programs and Program Definitions

Program 1: Instruction

University instruction is the creative and inspired sharing of information and knowledge, the preservation and promotion of the intellectual content of society, and the education of people for critical thought.

Goal 1: The University of Arkansas at Monticello will offer quality educational opportunities.

Objective 1: To prepare students for jobs, careers, life-long learning, citizenship, and personal life satisfaction.

Objective 1 Strategies:

- Develop innovative and relevant curricula
- Design well-rounded general education program
- Enrich courses through technology
- Maintain quality and accessibility to library and other learning resources

Objective 2: To improve instruction

Objective 2 Strategies:

- Attract and retain highly qualified and diverse faculty
- Recognize and reward excellence in teaching

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- Provide staff development that encourages a wide range of pedagogical approaches
- Encourage collaborative teaching

Program 2: Public Service

University public service is providing for the continuing education needs, the cultural and intellectual needs, and the special service needs of the community. It is also the university's cooperation with other educational institutions and agencies to help meet the education and service needs of the community.

Goal 1: The University of Arkansas at Monticello will provide viable programs of public service.

Objective 1: To provide continuing education in selected areas

Objective 1: Strategies

- Offer opportunities for lifelong learning
- Create educational partnerships with public schools, community colleges, and regional economic development agencies
- Provide outreach and educational activities and opportunities for young people, older adults, and special populations

Objective 2: To provide cultural and aesthetic experiences

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Objective 2: Strategies:

- Hosts special guest speakers and lecturers
- Promote performing arts
- Promote visual arts through exhibits, and artistic shows
- Collaborate with the Southeast Arkansas Concert Association
- Provide a wide variety of musical performances

Program 3: Research/Scholarship/creative activities

University research is the search for new knowledge and the contribution of new information to the existing body of knowledge. Research is also the sharing of information, knowledge, and creative activities in order to serve the public.

Goal 1: The University of Arkansas at Monticello will promote research programs which strengthen the institution and contribute new knowledge

Objective 1: To encourage faculty to participate in basic and applied research

Objective 1: Strategies:

- Recognize and reward faculty research efforts
- Encourage collaboration in research between departments, with other universities, and with community and regional partners

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Objective 2: To encourage pedagogical research to improve instruction

Objective 2: Strategies:

- Encourage departmental and college faculty collaboration
- Encourage pedagogical research
- Encourage faculty/undergraduate student research projects

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I. Introduction

The University of Arkansas for Medical Sciences (UAMS), Arkansas's only academic health sciences center, is the primary source of health care professionals for the state. UAMS provides high-level tertiary and quaternary care at University Hospital; serves the state, nation, and world through research discovery; and provides numerous related services to Arkansas and its citizens.

The institution is blessed with a talented and dedicated faculty and staff. Among its many strengths are four outstanding centers of excellence: the Arkansas Cancer Research Center, the Harvey and Bernice Jones Eye Institute, the Donald W. Reynolds Center on Aging, and the Jackson T. Stephens Spine and Neurosciences Institute. With world class clinical services, UAMS and its programs are in great demand. UAMS's seven regional Area Health Education Centers (AHECs) combine with central resources to form one of the nation's two best Area Health Education Programs.

UAMS's primary weakness is its borderline financial condition, in large part due to a relatively low state-funding base as compared to similar state institutions. The current level of state financial support makes it difficult for the University to absorb the significant educational costs tuition fails to cover and the substantial indigent care costs that are not reimbursed. Despite completion of the Harry P. Ward Tower in 1999, the hospital's core inpatient facilities remain outmoded and in need of replacement. The hospital's limited bed capacity and related services restrict the ability to accommodate the number of patients who seek admission.

As the state's only academic health sciences center, UAMS has many opportunities to create "magnet" areas of excellence in education, clinical care, and research. The growing demand for UAMS clinical services is one important opportunity for growth and expansion. Interdisciplinary practice and programs provide for partnership in our education, clinical and research missions. There are additional untapped financial resources at the federal level for clinical and grant

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support. Philanthropic support, such as the recent gift from the Jackson T. Stephens family for creation of an institute for spine and neurosciences research and treatment, will increase through a future capital campaign.

The major institutional threat is the substantial dependence on clinical revenue to support other UAMS missions. There is concern that the number of uninsured patients will continue to increase since UAMS is the state's "safety net" hospital facility, and that third party payors, including Medicare and Medicaid, will provide less support. The institution also continues to suffer from the disparity between its past image as a charity institution and its new reality as a world class health sciences center. Finally, in a complex institution such as UAMS, the four missions are difficult to integrate and at times, the demands of one mission are overwhelming and compete with the need to support the others.

UAMS continues to grow as a dynamic and respected institution despite its weaknesses and threats. There is a renewed sense of optimism among faculty and staff since the University's financial situation has improved – and a shared vision of an institution that is excellent in every regard.

II. Institutional Mission Statement

To Teach

The University of Arkansas for Medical Sciences prepares excellent health care professionals and scientists who are committed to high ethical and professional standards, life-long learning, and skill advancement in health care for Arkansas, the nation, and the world

To Heal

The University of Arkansas for Medical Sciences provides comprehensive, nationally and internationally recognized, health care in many specialties and disciplines for Arkansas, the nation, and the world

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To Search

The University of Arkansas for Medical Sciences conducts pioneering research that leads to new knowledge with application and integration into the health care disciplines, systems of care public policy, and economic progress for all people

To Serve

The University of Arkansas for Medical Sciences provides leadership and service in the health care disciplines and in public health policy for the benefit of the citizens and communities of Arkansas

III. Institutional Goal

To be a world class medical sciences center where excellence is the defining characteristic. This will be accomplished through excellence in education programs, clinical care, research programs, and statewide outreach programs.

IV. Programs and Program Definitions

Program 1. Education

To educate excellent leaders, health care professionals, and scientists to improve the health of the citizens of Arkansas, the nation, and the world

Goal 1. To respond to Arkansas's health workforce needs

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Strategies:

1. Assess and evaluate the state's health care workforce needs biennially
2. Identify programs to reduce, expand, or develop in response to the biennial health care workforce findings
3. Adjust enrollment levels for individual degree and certificate programs or create new programs as indicated by the biennial health care workforce findings, cost-benefit analysis, and availability of resources
4. Create new programs and adjust enrollment in current programs among the Colleges and Graduate School in response to ongoing assessment and evaluation

Goal 2. To recruit and retain productive faculty and staff for educational programs, emphasizing those areas selected as educational magnet areas

Strategies:

1. Select educational areas for development as magnet areas
2. Develop a central faculty and staff recruitment information center.
3. Recruit faculty and staff for educational magnet areas
4. Ensure that salaries of highly productive faculty and university leaders are competitive for the purpose of recruitment and retention
5. Develop and maintain an infrastructure to enhance faculty productivity

Goal 3. To increase enrollment and graduation of a diverse and highly qualified student body

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Strategies:

1. Strengthen supportive pre-college and pre-admission programs that will serve as a source of highly qualified and diverse students
2. Sponsor creative programs both on campus and throughout the state that will foster interest in health care careers
3. Create and implement a support system for students that will accommodate special needs to ensure academic success
4. Identify gifted entry-level professional students and create opportunities to maximize their potential

Goal 4. To expand cost-effective educational technology and distance learning

Strategies:

1. Evaluate the use and cost-effectiveness of educational technology throughout UAMS and the infrastructure for implementation and maintenance of educational technology
2. Based on the evaluation of educational infrastructure, adjust support services to meet the needs of classroom instruction, clinical teaching, and delivery of education via distance learning and other educational technology
3. Foster the development of expanded course and program delivery at a distance in response to the state's health care workforce needs and programmatic cost-benefit analysis

Goal 5. To ensure that appropriate recognition, support and career development is given to faculty and staff for their educational activities

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Strategies:

1. Establish excellence in teaching as a standard in promotion and tenure
2. Ensure that faculty members are appropriately rewarded for their teaching activities
3. Provide highly effective and accessible teaching workshops through the Teaching Scholars Program
4. Create and fund a university-wide award program that recognizes excellence in teaching
5. Provide publicity and/or recognition for faculty members who receive awards for teaching
6. Ensure adequate space and staff support for educational activities

Goal 6. To increase the endowment and financial support for education and scholarships

Strategies:

1. Create a strategic plan to increase the financial support for the educational mission of each college
2. Create a capital funding initiative for construction, maintenance and operation of education buildings
3. Double endowments to support UAMS's scholarship program

Goal 7. To enhance the physical facilities for education

Strategies:

1. Identify facilities needed to accommodate programming and administrative goals in this plan

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2. Plan and conduct a capital campaign, based on established principles of philanthropic fund development, to support facilities, endowment, and program goals in this plan

Program 2. To provide outstanding, patient-centered health care

Goal 1. To substantially improve access to clinical care

Strategies:

1. Ensure sufficient numbers of clinicians and resources to address unmet patient needs
2. Improve satisfaction of referring physicians (internal and external).
3. Re-engineer the appointment process

Goal 2. To increase the number of clinical magnet areas by 10 over the next five years

Strategies:

1. Select clinical areas for development as magnet areas
2. Develop a Business Development Plan for each clinical magnet area
3. Implement and monitor each business plan through the Clinical Enterprise Council

Goal 3. To improve the quality and safety of patient care services and the satisfaction of patients and referring health professionals

Strategies:

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1. Maintain an active variance reporting system to report any adverse occurrence that is not consistent with the routine care of a given patient or routine operation of the hospital
2. Participate in various quality-monitoring programs such as the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) ORYX quality monitoring programs
3. Maintain a Patient Safety Program that exceeds acceptable national standards
4. Implement information systems that enhance the provision of high quality, safe patient care and support an integrated computer-based medical record
5. Complete patient satisfaction surveys on the following schedule: inpatients(quarterly), outpatients (biannually); Emergency Department patients (quarterly)
6. Make regular visits to the offices of physicians and other health professionals who refer patients in order to gather information to improve services
7. Improve the patient complaint process

Goal 4. To maintain hospital expenses at or below the 50th percentile of University Healthsystem Consortium Hospitals

Strategies:

1. Measure labor costs for University Hospital by FTE per adjusted occupied bed and by paid hours per adjusted patient day
2. Measure supply costs for University Hospital by analyzing the supply cost per Case Mix Index (CMI) adjusted patient day
3. Achieve cost efficiencies through bed management/utilization processes and appropriate lengths of stay by meeting or exceeding the 40th percentile of all University Healthsystem Consortium (UHC) Hospitals average length of stay on a case mix adjusted basis

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4. Improve performance through reduction of clinical cost variation in comparison to established UHC benchmarks

Goal 5. To develop and maintain excellent physical facilities and capital equipment that meet the needs for patient care and program development

Strategies:

1. Following the completion of the Space Utilization Inventory, develop by January 2003 a Block Space Plan, including needs for new clinical facilities, for University Hospital and Clinics
2. Complete the planning process for a new clinical inpatient tower by December 2004
3. Operate the number of staffed inpatient beds to maintain an average occupancy rate of 75 percent with the average patient length of stay at or below the 40th percentile of other University Hospitals on a case mix adjusted basis
4. Develop a 5-year budget/projection for maintaining clinical facility and clinical capital equipment with a cost over \$50,000 and maintaining deferred maintenance of clinical facilities and clinical capital equipment, and develop a plan to adequately fund these needs each year including increased use of philanthropy

Goal 6. To recruit and retain the workforce necessary to accomplish the clinical goal and objectives in this plan

Strategies:

1. Maintain salaries at a competitive level
2. Develop a formal comprehensive compensation plan that provides financial incentives for performance

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3. Develop and implement a rewards/incentive program for employees that focuses on the clinical objectives
4. Develop a more routine review of specific vacancy and turnover rates. Implement actions to improve areas that are higher than the goals of the organization
5. Complete an employee survey every two years and use the findings to develop specific goals to address concerns/issues raised by the employees to improve their work environment

Program 3. To make excellence in research a defining characteristic of UAMS

Goal 1. Double federal funding for research within five years

Strategies:

1. Increase aggregate funding of the present faculty by 25 percent
2. Recruit new funded and fundable faculty
3. Utilize space to maximize productivity
4. Provide pilot study and bridging support that lead to extramural funding.
5. Retain highly productive faculty by ensuring that their salaries match national benchmarks
6. Develop a business plan to evaluate the impact of increased research funding
7. Enhance the research infrastructure (e.g. biometry, grants management, core facilities, grants management, animal facilities, and the grant writing group) to support the expansion in research
8. Collaborate with the National Center for Toxicological Research in research

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Goal 2. To develop all shelled space designated for research at UAMS and expand research facilities at the Central Arkansas Veterans Healthcare System (CAVHS) and Arkansas Children's Hospital Research Institute (ACHRI)

Strategies:

1. Successfully apply to the National Center for Research Resources for matching facilities grants
2. Use campus and college reserves to complete shelled space as needed for new faculty recruitment for programmatic expansion
3. Obtain other federal support for programmatic expansion
4. Obtain philanthropic support for research programs

Goal 3. To achieve research objectives of colleges, centers and institutes within five years

Strategies:

1. Obtain designation as a National Cancer Institute Clinical Cancer Center
2. Develop a minimum of four research areas in the College of Nursing
3. Encourage large collaborative research grants, within and among colleges.
4. Increase clinical trials by at least 50 percent
5. Develop nationally or internationally recognized research areas in at least 50 percent of the departments of the College of Medicine
6. Obtain more training grants

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Goal 4. To use appropriated tobacco settlement funds as a foundation to double external funding for tobacco-related research

Strategies:

1. Emphasize tobacco-related research (e.g. cancer, public health, cardiovascular and pediatric disease research)
2. Support current investigators with transitional funding that will lead to external grant support
3. Recruit new faculty to augment tobacco-related research
4. Develop a molecular medicine institute based on scientific advances of the human genome project

Goal 5. To double the number of patents to 150 and Arkansas BioVentures companies to 20

Strategies:

1. Complete the Arkansas Bioventures building and raise operational funds for subsidizing the early development of these companies
2. Strengthen the efforts of the Biomedical Biotechnology Center to facilitate disclosure of inventions, patent applications and retention, licensing, and company development

Goal 6. To maintain research compliance at levels that meet federal requirements regarding financial grants accounting, human volunteer safety, informed consent and privacy.

Strategies:

1. Meet HIPAA regulations with regard to privacy by adding necessary infrastructure and personnel

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2. Continue to improve grants accounting, Institutional Animal Care and Use Committee (IACUC) functions, and UAMS Institutional Review Board (IRB) functions to meet the needs of the campus and federal oversight agencies
3. Build compliance testing to assure that UAMS meets federal standards and ensures the welfare of human volunteers
4. Develop and implement an electronic data system to support and streamline research

Program 4. To use the expertise and resources of the University to improve the health status and wellbeing of all Arkansans

Goal 1. To increase clinical and educational partnerships with hospitals, Community Health Centers (CHCs), the Arkansas Department of Health (ADH), and other health providers

Strategies:

1. Within available resources, respond to opportunities and needs for affiliations that improve health and health care
2. Define ways to facilitate the collaborative role of UAMS specialty clinics with other healthcare providers
3. Assist hospitals, CHCs, and ADH to meet the educational needs of their staffs
4. Develop and implement a comprehensive cancer control plan by using multiple available resources and organizations, (e.g., the Arkansas Cancer Research Center, College of Public Health, the Donald W. Reynolds Center on Aging (CoA), the ADH, the Arkansas affiliate of the Susan G. Komen Breast Cancer Research Foundation, the Prostate Foundation, the Sturgis Foundation, and the AHECs)

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5. Continue to offer pediatrics specialty outreach clinics as requested and needed by communities
6. Collaborate with the Veterans Administration to expand and strengthen a distributed system of outreach primary care clinics for veterans

Goal 2. To disseminate more information to health care professionals

Strategies:

1. Disseminate UAMS research findings to professional audiences using networking resources including the AHECs, the Rural Hospital Program, the Arkansas Center for Health Improvement, the College of Public Health, and the satellites of the CoA
2. Increase the number of continuing education programs to meet the needs of health and health care professionals

Goal 3. To increase public awareness of health issues and the number of model programs offered by UAMS that concern lifestyle improvement

Strategies:

1. Establish an organizational component to coordinate communications within UAMS internally and externally to public audiences
2. Implement new roles for alumni, advisory boards, and other UAMS support groups to achieve this objective

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3. Develop additional ways to use the AHECs, the Rural Hospital Program, the Arkansas Center for Health Improvement, the College of Public Health, and the Center on Aging Satellites as effective UAMS communication vehicles within communities
4. Expand public access to the Arkansas Poison Control Center, Arkansas Drug Information Center, and the ARK Health LINK
5. Use model community programs that can explore and demonstrate better ways to inform and engage citizens in health issues, linking the UAMS service goal with opportunities for student service learning and community-based participatory research
6. Build on programs such as Partners in Health Services, Tar Wars, Fighting AIDS through Education (FATE), MASH, and Health Services Career Outreach to affect the career and personal health choices of children and teenagers

Goal 4. To increase the number of graduates who choose to practice in underserved areas of the state

Strategies:

1. Improve the effectiveness of existing loan and scholarship programs designed for students committed to practice in underserved areas
2. Increase off-campus educational opportunities for UAMS students
3. Increase access to educational programs for practitioners and students living in underserved areas of the state
4. Strengthen local programs to encourage students to choose health professions and to prepare them for admission to and success in UAMS programs through collaboration with K-12 educational programs, colleges, and universities
5. Encourage faculty to be involved with health magnet schools as teachers and mentors

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Goal 5. To implement programs authorized by Initiated Act 1 of 2000 that are off-campus and primarily community-based

Strategies:

1. Establish satellites of CoA in each AHEC service area
2. Establish the Delta Area Health Education Center as the University's seventh AHEC
3. Establish model community-based public health programs in the College of Public Health, in collaboration with the AHEC Program, Arkansas Department of Health, CoA, and other organizations with community roles

Goal 6. To increase the number of UAMS educational programs, selected by demand and/or need, that will provide access to students who cannot participate in traditional on-campus programs, thereby increasing the health professional workforce and upgrading health care professional credentials throughout the state

Strategies:

1. Develop a financial model that will guide budget decisions concerning distance education
2. Develop an appropriate marketing plan for courses delivered by various distance education modalities
3. Improve the organization of non-traditional programs and the preparation of faculty participating in these programs

Goal 7. To increase community service by the faculty

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Strategies:

1. Encourage faculty and staff to engage broadly in the economic, social, and civic issues that are important to the wellbeing of all citizens
2. Develop a recognition program for excellence in community service and publicize the value of such efforts throughout the University
3. Encourage faculty and staff volunteerism through incentive programs in the University and the Colleges
4. Incorporate the importance of participation in volunteer service into our curricula
5. Recognize community service activities of the faculty through incentive programs and internal reward structures within the Colleges

Goal 8. To continue, as resources allow, to support special health needs of Arkansas communities

Strategies:

1. Improve and expand such innovative programs as Arkansas CARES, Kids First and the methadone clinic
2. Provide a strong administrative base for the Pulaski County Head Start Program

Goal 9. To continue to provide a health care “safety net” for Arkansans without the ability to pay, as resources allow, while searching for methods to increase the number of Arkansans covered by health insurance

Strategies:

1. Provide competent, effective, health care to all of our patients regardless of ability to pay
2. Provide alternatives to the state to increase the number of Arkansans covered by insurance

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Goal 10. To contribute to the economic development of Arkansas

Strategies:

1. Improve the health and health care of Arkansans so that companies find Arkansas an attractive place to locate and stay
2. Educate health care professionals who stay and earn their living in Arkansas
3. Be an important source of employment while developing the talents of our employees
4. Develop successful Arkansas companies based on the patent portfolio of UAMS (see Goal #3, Objective #5)

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I. Introduction

The University of Arkansas at Pine Bluff (UAPB) is an 1890 Land Grant institution and is the second oldest public university in Arkansas. UAPB remains committed to the continuation and enhancement of its Center of Excellence (Aquaculture), and its areas of emphasis (science and mathematics, minority business development, education, and student development and leadership). The University offers premier programs in aquaculture and regulatory science. It provides technical and outreach services related to minority business development, agriculture, human sciences, education, and student leadership development in fulfillment of the university's role in society: to lead, to educate, and to serve. UAPB has more than 100 years of experience in solving problems related to matters of education, health, welfare, economic development, and governmental affairs for the Pine Bluff community, Arkansas, and the nation. For an extended time, UAPB has been and continues to be the "*Flagship of the Delta*".

Different now at the university than five years ago, UAPB successfully addresses culture and core values, student and faculty expectations, governing boards and agencies expectations, responsibility and work ethics among faculty, technology, levels of academic preparedness with students, and projected decline in enrollment. Advancing the thought to identify what is likely to be different five years from now, the institution notes such changes as an increased number of non-traditional and foreign students, expanded language program, more multi-disciplinary programs, more competition, availability of on-line registration, more flexible scheduling, technology-based delivery of services, alignment of resources with learning environment, access to long-distance learning, availability of courses on the WEB, increase in self-instruction texts, stabilized finances, stabilized enrollment, optimized resources (people most important), improved quality service to customers.

Given those strong opportunities, what new products and services then should UAPB expect to provide and strengthen? Some visionary commitments include English as a second language program, broader and global emphasis in curriculum

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development, stronger community outreach, stronger upper level programs, more support services for non-traditional students, efficient and effective cyber technologies, information access to all who have a right to know, the establishment of university wide Total Quality Management of policies and procedures, concern for retention, use of data-driven student tracking, alignment of academic programs and population links, reduced vulnerability to environment, and willingness to embrace business models of operation, e.g. market segmentation, target marketing.

Equally important during deliberations were the insight and objectivity about products and services that the institution possibly should not be providing five years from now. For that analyses, criteria such as programs and services determined to low-productivity, based on agreed to prescribed measures of UAPB and governing boards and agencies, will be used.

As the University of Arkansas at Pine Bluff moves strategically through the study and planning process, careful attention will be given to maintaining the values that have sustained this institution over the years. Salient points of that deliberation include providing a general education, preparing graduates for specific occupations and solving educational, economic, social, political, and environmental problems. Further discussions lead to elements such as 1890 Land-Grant, historically black university, first-generation students, traditional and non-traditional students and commuting and resident students. Then more points surfaced such as open admission, issues peculiar to the Delta, and education outside the classroom. After putting the institution's continuing challenges on a grid with its strengths, it is determined that the quality of the learning environment, the strong sense of identity and mission, the strong sense of community, the commitment to mind and character, the partnerships and other alliances, and the historic and programmatic ties to higher education will be the building blocks to the health and vitality of UAPB.

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This edition of *Keepers of the Spirit* represents a re-formatting of the UAPB 2000-2005 plan, which was adopted in June 2000 and sets forth the thoughts and consensus of a broad-based group of university professionals about the state of the

university and perceptions for the future. For example, from Fall 1994 to Fall 1997, the university experienced almost a 23% drop in enrollment. This decline created an adverse impact on the university's financial and budgetary condition. The headcount enrollment for Fall 1998 gave reason for optimism.

The enrollment management plan of the University of Arkansas at Pine Bluff serves as a blueprint for coordinating the enrollment and retention efforts of the entire university "community". The development of the plan involved an analysis of the factors that affect enrollment and an understanding of the university's priorities and mission.

The University of Arkansas at Pine Bluff is committed itself to an institutionalized set of procedures which translated the institutional vision and mission into definitive goals and related objectives, developed policies and operational procedures to achieve stated goals and objectives, and monitored and assessed achievement against intended documented outcomes.

The established set of procedures produces primary information for decision-making at different levels of responsibility, while permitting top-level administrators additional time to focus attention on the basic policy questions related to long and short-range planning objectives and to modify existing policies, procedures and objectives accordingly.

The Planning Model utilizes the Vision Statement and the Mission Statement as the basis for a cyclical planning process. In the operational planning process, both statements are augmented by data from evaluations of current activities (strengths/weaknesses), trend analyses, external environmental factors, assumptions and other institutional research. From this data, the planning unit produces goals and objectives, which are assigned priorities and translated into an operational plan, including the allocation of the resources within budgetary constraints.

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The program implementation process entails the application of resources according to the operational plan and the responsibility for effectively managing resources in order to attain program goals and objectives.

The evaluation process gathers implementation data and compares actual performance with planned performance. Evaluation includes an assessment of goal/objective attainment and resource utilization. The results of the evaluation phase are then utilized as input to the next planning cycle.

II. Institutional Mission and Vision Statements

A—Historical

The University of Arkansas at Pine Bluff was created in 1873 for the convenience and well being of the poorer “classes”. A second statutory Act in 1890 designated the institution as Land Grant, and made the Morrill Act of 1862 applicable in every respect to Agricultural, Mechanical and Normal College.

The Act of 1862 charges the College, without its excluding other scientific and classical studies, and including military tactics, to teach such branches of learning as are related to agriculture and the mechanic arts.

B—Evolving

While the University of Arkansas at Pine Bluff will continue to maintain a special sensitivity to the needs, aspirations, problems, and opportunities of its historic constituents it shall expand its mission with a high degree of excellence and with a sense of constantly improving quality.

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To fulfill its mission of service to this heterogeneous student clientele differing academically, socially, racially, ethnically and culturally, UAPB shall develop creative and innovative activities that produce new curricular models in the fields of aesthetics, social and political institutions, and scientific technical development.

The thrusts of this new and expanded mission could and should result in the re-examination and improvement of value systems and moral behavior of political institutions and of the economic system. Such a mission does not merely support the advancements of science and technology; it uses science and technology to help solve economic, physical, social, political, racial and cultural problems.

Vision Statement

We believe it is important to the future of the University of Arkansas at Pine Bluff (UAPB) that;

UAPB be known as a comprehensive, 1890 Land-Grant institution that provides open door liberal and professional education for its traditional clientele as well as lifelong learning experience for other population groups with concern for the success of all students; that

UAPB be known for its Center of Excellence—Aquaculture/fisheries biology, and its Centers of Emphasis—teacher education, mathematics and science, minority business development, and student leadership development; that

UAPB offer comprehensive research and services and be an active partner and neighbor in the educational, business and industrial communities of Arkansas and the nation; that

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UAPB provide accessible and affordable offerings that are innovative and relevant, and where course offerings and student performance ascribe the highest principles and standards of academic excellence; that curricular plans be designed to prepare students for functioning in a global environment where human and economic interdependencies are ever increasing; that

UAPB maintain a climate that fosters the intellectual and social development of a diversified student body; that is caring friendly, and respectful of the dignity of all individuals; that

UAPB be a model of resource and environmental stewardship; that

UAPB take pride in itself as a dynamic, creative, future-oriented place of learning and growth and that

UAPB accept the responsibility to develop excellence within ourselves and produce students and graduates that reflect some consciousness, intellectual prowess and the highest levels of professionalism and integrity in their lives and work.

III. Institutional Goals

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IV. Programs and Program Definitions

Program 1. Teaching and Learning (All activities through which a student may earn credit toward a postsecondary degree or certificate granted by the university. Also includes preparatory/remedial instruction even though the courses may not carry degree credit, and activities which support instruction, research, and public service library and fine arts programs, i.e., School of Agriculture, Fisheries, and Human Sciences, School of Business and Management, School of Education, School of Arts and Sciences, Division of University College, Reserve Officers Training Corp, International Program, North Little Rock Site; Academic Support including Libraries, Farms, Lonoke Farms, Nursery School, Cooperative Education, Learning Resources, Band Choir, Home Economics Cafeteria, Deans-Schools of Agriculture, Fisheries and Human Sciences, of Business and Management, of Education, of Arts and Sciences, of University College, of Honors College, of Graduate Programs, and of Testing Skills Center; Plays, Concerts and Productions, Museums and Galleries, HPER Management, Desegregation and Affirmative Action, Academic Computer Support Services; Student Services including Associate Dean of Students, Dean of Student Life, Recruiting Office, Admission and Academic Records, Financial Aid Office, Student counseling, Assessment and Development, Career Services, Student/Faculty committees, Commencement, Convocations, Bulletins/Catalogs, Lyceum, Health Services, Disability Services, Student Services Reserve, Golden Ambassadors, Public Safety; Institutional Support including Board of Visitors, Chancellor's Office, Vice Chancellor for academic Affairs, Vice Chancellor for Finance Administration, Vice Chancellor for Student Affairs, University Development and Planning Office, Controller's Office, Planning and Institutional Research, Alumni Relations, Administrative Computing Services, Administrative Services, Personnel, Payroll, Institutional Memberships, Purchasing, Central Communications, Printing Services, Stores and Receiving, Motor Pool, Post Office; Physical Plant including physical plan, facilities planning, building maintenance, insurance, purchased utilities; Scholarships and Fellowships including academic scholarships, chancellor scholarships, band scholarships, choir scholarships, student government scholarships, art scholarships, speech/drama scholarships, Youth Opportunities Unlimited, Jazz Ensemble Scholarships, General scholarships, Tuition Waivers, North Little Rock Site Scholarships, Scholarships and fellowships

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Reserve; Contingency Fund including technology fee reserve, claims commission, bad debt reserve, salary equity reserve, career service, chancellor's operating fund, reserve for enhancement to instructional programs, reserve for general revenue stabilization Act (RSA)-Category B, Emergency Reserve, Research Enhancement Reserve, University Accreditation-Academic, Early Retirement Reserve, Reserve for 1890 Land-Grant Matching Requirements, Fund Balance; Mandatory Transfers including Debt Service; E & G Non-Mandatory Transfers including transfers to Athletics and Student Union.)

Goal 1. Strengthen institutional quality through programs of excellence in teaching and learning.

Objective 1. Promote academic program excellence, access, and equity, epitomized by high academic expectations and effective, responsive learning and support services which contribute to the success of a diverse student population.

Strategy 1. Provide in-class programs of excellence in majors leading to the associate, bachelors and master's degrees that meet regional needs. Priority concern will be given to the Center of Excellence-- Aquaculture, Regulatory Science, and to Areas of Emphasis: teacher education, math and science, minority business development, and student development and leadership.

Strategy 2. Provide academic programs that deliver curriculum in alternative formats that meet the needs of a diverse study body.

.Strategy 3. Maintain high quality facilities that support and enhance the university-learning environment.

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Strategy 4. Implement mandatory and non-mandatory transfers in support of the teaching and learning program.

Strategy 5. Provide support to the teaching and learning program through technological developments and enhancements, and through a system of planning, management, and evaluation.

Objective 2. Promote faculty excellence.

Strategy 1. Reward faculty who engage in high quality teaching focused on student learning.

Strategy 2. Recognize faculty who engage in scholarship and creative activity as a means to enhance teaching and to maintain currency within their discipline.

Strategy 3. Recognize faculty who apply their disciplinary expertise to service activities.

Strategy 4. Provide for on-campus and off-campus professional development activities.

Objective 3. Promote student excellence

Strategy 1. Recruit, retain and recognize students who actively and successfully pursue learning through curricular and out-of-class learning activities.

Strategy 2. Encourage student involvement in undergraduate research, internships, club, field experiences, and service learning.

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Strategy 3. Develop and maintain strong academic support services that enhance the academic performance of a diverse student body.

Strategy 4. Support and recognize efforts of faculty, staff, and programs that successfully foster student commitment to academic excellence.

Strategy 5. Service and provide financial aid grants and tuition waivers to students.

Program 2. Research (Activities specifically organized to produce research outcomes, whether commissioned by an agency external to the institution or separately budgeted by an organizational unit within the institution, i.e. Research Center, Research Incentive Reserve, School of Agriculture, Fisheries and Human Sciences (1890 Match for Research))

Goal 1. Strengthen institutional quality through programs of excellence in research.

Objective 1. Engage faculty/staff in mission-oriented research or other need-based concerns for UAPB through the obtaining of grants and contracts.

Strategy 1. Provide orientation and application opportunities for faculty and staff to pursue extramural funds.

Strategy 2. Improve the management and accountability of grants through analysis, documentation, and modification if necessary.

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Program 3. Public Service (Programs providing non-credit instructional services to the community external to the university, i.e. Division of Continuing Education, School of Agriculture, Fisheries and Human Sciences (1890 Match for Extension)).

Goal 1. Strengthen institutional quality through programs of excellence in service.

Objective 1. Provide non-credit courses/services designed to offer professional enrichment/retraining of the workforce and strengthening of the corporate, educational, business, and industrial communities.

Strategy 1. Provide technical assistance to university clientele through issue-oriented conferences/seminars, clinics, partnerships, and volunteer and professional relations.

Strategy 2. Provide outreach assistance to university clientele through issue-oriented conferences/seminars, clinics, partnerships, and volunteer and professional relations.

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I. Introduction

The University of Central Arkansas (UCA), a substantially residential university serving primarily traditionally-aged students, allocates its resources to identify and serve the educational needs of the entire state of Arkansas. Those resources appropriated by the Arkansas General Assembly are used to maximize the benefits for the university's constituencies and in response to a careful assessment of the needs of the state.

The primacy of UCA's teaching and learning mission continues to drive the development and maintenance of an exemplary undergraduate program based solidly on a foundation of general education. UCA's general education program is developed to ensure that students possess the skills that are requisite for functioning today and tomorrow, as well as to provide a common base of knowledge essential for our cultural heritage. The university's international program provides both on-campus and off-campus experiences for Arkansans to develop the global perspective necessary to function in the current international cultural and economic marketplace. Major programs of study are developed to address the needs of the state of Arkansas and the interests of students. The university continues to focus its graduate programs primarily on those areas for which the university is uniquely qualified. These programs are meeting the vital state needs by educating school personnel, business leaders, and health-care providers.

New programs are the result of careful assessment and shared visions of the university's faculty, staff, and administration. Data from assessments are being used to develop a comprehensive plan for the university that is yielding the best possible learning experiences with the most germane and timely curricula available for Arkansas students.

Enrollment at the university has stabilized following rapid growth in the 80s and early 90s. This stability arises substantially from emphasis placed on enrolling first-year students who are well prepared to succeed and transfer

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students with proven academic records at other institutions. A two-year division of the institution has been implemented to provide a specialized opportunity for those students who are judged not to be ready to enter the full

collegiate setting. The university's strong emphasis on improving student retention and graduation rates combined with a curriculum that has changed from being teacher-centered to one that is learner-centered have paid dividends. Data indicate improvement over the past few years in student retention, graduation rates, and recent alumni satisfaction.

II. Institutional Mission Statement

The University of Central Arkansas, a statewide comprehensive university, seeks to deliver the best undergraduate education in Arkansas as well as excellent graduate programs in selected disciplines. The University offers a variety of undergraduate and graduate programs in the liberal and fine arts, in the basic sciences, and in technical and professional fields in addition to its historical emphasis in the field of education. UCA strives to maintain the highest academic quality and to ensure that its curriculum remains current and responsive to the needs of those it serves. The University's mission is expressed in its commitment to the personal, social, and intellectual growth of its students; its support for the advancement of knowledge; and its service to the community as a public institution.

III. Institutional Goals

- To deliver excellent curricula in the general education program, degree programs, and continuing education and to support the university's programs with personnel of the highest quality and with appropriate resources, facilities, and infrastructures.
- To create a campus community that supports students in their personal, social, and intellectual growth and that enhances interaction and understanding among diverse groups and cultivates global perspectives.

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- To foster learning and the advancement of knowledge through research and other scholarly and creative activities.
- To serve the public in ways appropriate to the mission and resources of the University.

IV. Programs and Program Definitions

Program 1: Instruction

Academic Programs and Services comprises curriculum, academic administration, instructional development, academic computing, and academic support services.

Goal 1: To deliver excellent curricula in general education, in degree programs at the undergraduate and graduate levels, and in continuing education.

- Objective 1: Meet needs of the local area, state, and region for trained professionals
 - Strategy 1: Increase faculty, staff, facilities, and equipment in selected disciplines—including teacher education, school psychology, nursing, computer science, and management information systems—and increase the number of graduates in these and other high-demand disciplines.
 - Strategy 2: Develop and deliver graduate certificate programs in selected areas of special need
 - Strategy 3: Increase meaningful assessment of teaching and learning and improve teaching and learning through appropriate responses to the results of assessments

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- o Strategy 4: Monitor and maintain the quality of all instructional programs at both the undergraduate and graduate levels through the existing program review and other appropriate assessments
- Objective 2: Develop in students strong skills in written and oral communication, the use of technology, and critical thinking
 - o Strategy 1: Strengthen the skills elements in the comprehensive general education program
 - o Strategy 2: Further student-faculty interactions and assure involvement of faculty in all aspects of university life by maintaining a student-to-faculty ratio at or below levels of peer institutions
 - o Strategy 3: Increase the level of student participation in faculty research and other scholarly/creative pursuits at both undergraduate and graduate levels
- Objective 3: Support the university's programs with faculty and staff of the highest quality
 - o Strategy 1: Maintain or improve faculty salaries at all ranks to meet the average salaries of peer institutions and develop a package of compensation attractive to both classified and non-classified staff
 - o Strategy 2: Recruit faculty with terminal degrees from nationally recognized undergraduate and graduate programs in all fields and practitioners with up-to-date, "real-world" skills who can deliver clinical experiences in teacher education, technology, and health-sciences programs
 - o Strategy 3: Proactively address the university's diversity needs
 - o Strategy 4: Continue and improve staff in-service offerings to ensure the highest levels of service to students and other constituents

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Goal 2: To support the university's programs with appropriate technology resources

- Objective 1: Meet student and program needs with enhanced technology infrastructures and resources
 - Strategy 1: Upgrade technological infrastructure and refresh technological equipment
 - Strategy 2: Implement a campus-wide "ubiquitous computing" program to implement learner-centered curricula more efficiently and effectively and to prepare technologically fluent graduates
- Objective 2: Support faculty and students in their uses of technology
 - Strategy 1: Assist faculty in developing skills for the use of instructional technology to implement learner-centered curricula and to increase teaching effectiveness
 - Strategy 2: Provide instructional technology support services to faculty and students, including assistance in instructional design and development and academic use of technology resources

Program 2: Research

Research comprises those university endeavors that serve to foster learning and the advancement of knowledge through research and other scholarly and creative activities.

Goal: To foster learning and the advancement of knowledge through research and other scholarly and creative activities

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- Objective 1: Increase the role of faculty research, scholarship, and creative activity in the life of the university
 - Strategy 1: Maintain professional resource personnel to support faculty in the development of research proposals, compliance with university and government standards, and administration of grant-funded activities
 - Strategy 2: Partner with business, industry, and other members of the community to further economic and cultural development in Arkansas and to improve the quality of life for all Arkansans
- Objective 2: Increase faculty involvement in the scholarship of exemplary teaching techniques
 - Strategy 1: Maintain participation in the Carnegie Inquiry Group, a continuation of a campus-wide examination of the scholarship of excellence in teaching
 - Strategy 2: Increase involvement of undergraduate students in faculty research projects as a teaching and learning tool

Program 3: Service

Service comprises those university endeavors that involve it with its community

Goal: To serve the public in ways appropriate to the mission and resources of the university.

- Objective: Meet the needs of a rapidly growing community
 - Strategy 1: Make available UCA expertise and perspectives in areas such as business and industry, health-care, public education, and the arts
 - Strategy 2: Increase the role of service activities in students' learning experiences

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Introduction

Arkansas State University-Beebe has a long tradition of providing quality educational opportunities for the communities in this area. While we understand and appreciate our traditions, effective planning for the future is an essential element of a successful institution and requires the involvement of everyone in the university. We exist to serve our students and the community. The faculty and staff of ASU-Beebe are committed to that goal.

ASU-Beebe is an open-access, public two-year institution located thirty-five miles northeast of Little Rock on U.S. Highway 67/167 and 110 miles southwest of the main campus at Jonesboro. Since its establishment in 1927, ASU-Beebe has provided two years of course work for students who wish to transfer to senior institutions. It also offers associate degrees and certification programs, which can be completed within two years. Its affiliation in 1955 with Arkansas State College has enhanced the institution's ability to combine the openness and flexibility of a community college with the stability and tradition of a residential University.

The institution operates under the policies of the Board of Trustees and President of Arkansas State University. ASU-Beebe is an operationally separate campus under the leadership of the Chancellor. Instruction is also available at education centers at Little Rock Air Force Base, ASU-Heber Springs, and other off-campus locations.

During the last two decades, enrollment has continually increased. Although the campus is the only public two-year college in Arkansas with resident student housing, most of the students are commuters. ASU-Beebe continues to serve a large rural population as well as many urban commuters. Physical changes on the campus reflect decades of growth. Recent facility improvements have resulted in new buildings, renovations, and expansions. These additions highlight continuing efforts to expand the campus facilities as a part of the institution's long-range planning process to keep pace with expansion of the institutional mission. Additional facilities are planned to include an academic building.

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As changes occur in the campus, the student body, or the course offerings, ASU-Beebe's priorities—quality teaching focused on learning and attention to the individual student—remain the same.

Our strategic plan is the result of efforts to take what we have learned in the past, review what has been accomplished, and lay the foundation for the future. We have gathered input from the university community through an analysis to assess our strengths, weaknesses, opportunities, and challenges. Based on what we have learned, our Planning Team has formulated our institutional strategic plan to articulate the university's vision, core values, mission, and the related strategic goals that will guide us to achieve that vision in the coming years.

This document complies with Act 221 of 2001 and outlines our mission and institutional strategic goals and defines the programs, goals, and strategies which we provide to implement those goals.

We will continue to integrate strategic planning into ASU-Beebe's decision-making processes as we continue to make ASU-Beebe a caring institution committed to helping students prepare for the challenges of life.

Eugene McKay, PhD
Chancellor, ASU-Beebe
ASU-Heber Springs, A Center of ASU-Beebe

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INSTITUTIONAL MISSION STATEMENT

Arkansas State University-Beebe is a public, open access, operationally separate campus of the Arkansas State University System. The major purpose of this institution is to provide high quality, affordable instruction and service programs. University transfer and technical programs are available to students at the associate degree and certificate levels. Instruction is also available at education centers at Little Rock Air Force Base and ASU-Heber Springs and through other off-campus locations. Instructional programs beyond the associate degree are available on the Beebe campus from ASU-Jonesboro.

An open admission policy encourages the enrollment of both traditional and nontraditional students. ASU-Beebe recognizes the uniqueness of each student and provides support programs designed to assist students in determining and achieving their educational, personal, and occupational goals. The institution contributes to the economic development of Arkansas by providing comprehensive training and technical support for business and industry. Cultural enrichment activities are provided to enhance the quality of life for the citizens of the community.

INSTITUTIONAL STRATEGIC GOALS

STRATEGIC GOAL ONE

To provide educational programs that will enable students to earn associate degrees and certificates, transfer to four-year institutions, or enter the workforce prepared to compete in a global economy.

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STRATEGIC GOAL TWO

To provide non-credit workforce training and community service education that will enable students to keep pace with business and industry requirements to further the economic development of Arkansas and improve the quality of life of the community.

STRATEGIC GOAL THREE

To provide support services for students that will enable them to effectively achieve their personal, educational, and occupational goals.

STRATEGIC GOAL FOUR

To provide physical, fiscal, and human resources at the level and quality necessary to provide an environment which will allow students, employees, and the community to achieve their goals.

STRATEGIC GOAL FIVE

To expand the teaching and service functions of the university by forming new partnerships.

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PROGRAMS

1. Credit Instruction

PROGRAM DEFINITION

The credit instruction program enables students to earn associate degrees and certificates, transfer to four-year institutions, or enter the workforce prepared to compete in a global economy. It currently includes associate of arts degrees in liberal arts and computer information systems, the associate of science degree in health sciences, the associate of general education degree, and associate of applied science degrees in several technical areas. Academic support and student support activities are also included in this program.

2. Non-credit Workforce Training and Community Service Education

PROGRAM DEFINITION

The non-credit workforce training and community service education program enables students to keep pace with business and industry requirements to further the economic development of Arkansas and improve the quality of life of the community. It includes instruction in industrial automation, industry specific tailored training, computer skills training, and other training as requested by business and industry or the community.

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PROGRAMS

Program 1. Credit Instruction

Goal One

To provide educational programs and services that will enable students to earn associate degrees and certificates, transfer to four-year institutions, or enter the workforce prepared to compete in a global economy.

Objective 1.1

To provide existing and new degree programs that meet the needs of our students and constituents.

Strategy 1.1.1

Continue to assess the quality of educational programs and student learning.

Strategy 1.1.2

Continue to develop new programs based on analysis of student and constituent need.

Objective 1.2

Provide academic and student support for degree programs.

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Strategy 1.2.1

Continue to improve and expand library resources, both print and technology based, to provide students a high quality, current source of knowledge.

Strategy 1.2.2

Continue to improve and expand student learning center capabilities to assist students in achieving educational success.

Strategy 1.2.3

Continue to improve and expand student life and guidance services to assist students in achieving educational success.

Objective 1.3

Develop and implement effective articulation processes.

Strategy 1.3.1

Expand articulation agreements to enable ease of transfer to ASU-Beebe's primary transfer institutions.

Strategy 1.3.2

Monitor and resolve transfer difficulties identified by students who are surveyed to measure effectiveness of articulation processes.

Objective 1.4

Provide programs to prepare students for workforce entry.

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Strategy 1.4.1

Offer a workforce preparation curriculum that provides students with the knowledge and skills needed by employers.

Strategy 1.4.2

Assess preparation of students through employer surveys and advisory groups.

Program 2. Non-credit Workforce Training and Community Service Education

Goal One

To provide non-credit workforce training and community service education that will enable students to keep pace with business and industry requirements to further the economic development of Arkansas and improve the quality of life of the community.

Objective 2.1

Provide non-credit workforce training that will enable students to keep pace with business and industry requirements.

Strategy 2.1.1

Provide high-quality industrial automation training on a statewide basis as needed by industry.

Strategy 2.1.2

Provide business and industry specific tailored training as requested.

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Strategy 2.1.3

Monitor employer and student satisfaction and continually improve the quality of training provided.

Objective 2.2

Provide community service education that will enable students to participate in lifelong learning opportunities.

Strategy 2.2.1

Develop training to fill the needs of life-long learners.

Strategy 2.2.2

Market and provide training opportunities convenient to local constituents including working professionals.

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I. Introduction

Arkansas State University Mountain Home (ASUMH) is a public, open access, two-year campus of Arkansas State University, primarily serving students in North Central Arkansas. The chancellor is responsible for the operation of the University pursuant to the policies of the Board of Trustees and President of Arkansas State University.

The university has its roots in a small off-campus program of another two-year college that began in 1976 and met at the local high school. By 1984, it was a satellite campus with classes meeting in a former church building, and in 1991 it became a free-standing technical college. In 1993, Mountain Home Technical College affiliated with Arkansas State University. Due to the commitment of the residents of Baxter County and the cooperation of the Department of Higher Education and Arkansas State University Jonesboro (ASUJ), Arkansas State University Mountain Home was established on July 1, 1995. Though presently accredited with the North Central Association through ASUJ, ASUMH is in the process of obtaining accreditation as a separate educational entity.

In April 2000, the campus moved from its home in a former Baptist church and funeral parlor to a new campus containing four modern buildings. Community support made it the first public institution in America to have its buildings fully endowed before they were built. Designed for 1200 students, with the potential to service 1500 at most, the campus is already full just two years after it opened. From 1997 to 2001, enrollment grew nearly 50%, and semester-to-semester enrollment is steadily increasing by 10-15%. For this reason, ASUMH's strategic plan must include the procurement of additional classroom space. The plan must also include an increased level of state funding for ASUMH's students, as the university is one of the four lowest-funded two-year colleges in Arkansas.

Another factor in the phenomenal growth of ASUMH is its devotion to serving the community and the state by offering innovative courses of study which are not found at most other two-year college campuses. For instance, the university

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has one of only two funeral science programs in the state, one of only two hearing healthcare programs in the nation, and the only online opticianry program in Arkansas and its surrounding states. Through its partnership with Arkansas State University Jonesboro, four bachelor's degrees and four graduate degrees can be obtained by a student through ASUJ without ever leaving the Mountain Home campus.

This five-year long range strategic plan is submitted to meet the requirements of Act 221 of 2001 as codified at A.C.A. §§ 19-4-605 through 607. The plan will align with requests for legislative appropriations for the biennium ending June 30, 2005. The requested revenue appropriations will be those necessary to return funds reduced from the state support effective FY 2001/02, to maintain existing programs at a level of high quality, to provide for new programs to meet the educational requirements of the university's service area, and to bring the university's funding to a level that will support actual and anticipated enrollment as required by A.C.A. §§ 6-21-223 and 224.

ASUMH is committed to meeting the needs of the students, employers, and citizens of North Central Arkansas. This strategic plan outlines the process whereby the university will serve its constituents.

Ed Coulter, Chancellor
Arkansas State University Mountain Home

II. Institutional Mission Statement

Arkansas State University Mountain Home is a public, open access, two-year campus of Arkansas State University, primarily serving students in North Central Arkansas. ASUMH provides affordable, lifelong learning and excellent

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teaching, enabling students of all ages to explore ethical values, develop technological and critical thinking skills, and communicate logically and effectively in order to enhance their quality of life. Furthermore, ASUMH is committed to creating a progressive community of enlightened and productive global citizens. To help students achieve educational, personal, and career goals, ASUMH offers certificates, associate degrees, continuing and workforce education, and adult basic education.

III. Institutional Goal

It is ASUMH's goal to provide the environment, resources, and personnel necessary to accomplish its Mission.

IV. Programs and Program Definitions

Program 1: Credit Instruction

Definition: The Credit Instruction Program provides educational programs for college credit to enable students to earn associate degrees and certificates, transfer to four-year institutions, or enter the workforce prepared to compete in a global economy.

Goal 1: Provide appropriate educational programs for college credit to enable students to earn associate degrees and certificates, transfer to four-year institutions, or enter the workforce prepared to compete in a global economy.

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Objective 1.1: Provide quality programs for students seeking to earn associate degrees and certificates, transfer to four-year institutions, or enter the workforce prepared to compete in a global economy.

Strategies:

Maintain the quality of teaching that is currently available at ASUMH by hiring only new faculty members who have qualifications similar to those of current faculty members

Implement assessment techniques that will assure quality instruction

Establish a professional development program

Provide competitive salaries to continue to attract competent faculty and staff

Offer only programs which have relevance to earning associate degrees and certificates, transferring to four-year institutions, or entering the Arkansas workforce

Enhance the new Hearing Healthcare Program

Initiate and build the new Opticianry Program

Continue the growth of the CISCO Regional Academy Program and work with local CISCO Academies in our area

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Establish an Honors Program

Establish a program in Health/Recreation/Physical Education

Establish an International Program

Build an Allied Health Building to provide better facilities for the health care programs and expand classroom space

Assist students in planning for and completing associate degrees and certificates

Assist students in planning for and obtaining transfer to four-year institutions

Assist students in planning for and entering the workforce prepared to compete in a global economy

Work with other higher education institutions to establish a two-year Associate of Arts in Teaching degree (A.A.T.) that will be accepted at all state four-year institutions as the first two years of a Bachelor of Science degree in Education

Obtain stand alone certification from the Arkansas Department of Health for the paramedic program which currently operates under the umbrella of the ASUJ Technical Center

Obtain adequate state funding per student compared to peer institutions

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Establish additional certifications in information technology

Objective 1.2: Obtain separate accreditation for ASUMH from the Higher Learning Commission

Strategies:

Conduct assessments and perform tasks necessary to obtain accreditation from the Higher Learning Commission by March 2003

Objective 1.3: Enhance the college experience for students by providing services outside the classroom that complement their educational objectives

Strategies:

Establish a counseling program to help students plan their courses of study and to provide other assistance needed by students

Establish a placement program to help students find jobs after they finish their educational efforts

Establish an intramural program to give students an opportunity to recreate, relieve stress, and make friendships that will support them throughout their educational efforts

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Provide for campus security to make sure that students have a safe place to attend school and to protect the campus from vandalism

Program 2: Non-credit Workforce Training and Community Service Education

Definition: The Non-Credit Workforce Training and Community Service Education Program provides non-credit workforce training and community service education that will enable students to keep pace with business and industry requirements to further the economic development of Arkansas and improve the quality of life in the community.

Goal 1: Provide non-credit workforce training and community service education that will enable students to keep pace with business and industry requirements to further the economic development of Arkansas and improve the quality of life in the community.

Objective 1.1: Provide non-credit workforce training that will enable students to keep pace with business and industry requirements.

Strategies:

Identify area businesses that require additional non-credit training for their employees.

Provide the training required by area businesses for their workforces.

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Obtain and maintain equipment and technology necessary to effectively train the area workforce.

Identify and procure appropriate faculty to provide adequate workforce training.

Build a Community Development Center that will provide more appropriate facilities for the Adult Education program and the Business Industry Workforce Development program

Objective1.2: Provide community service education will enable students of all ages to participate in lifelong learning opportunities.

Strategies:

Provide frequent non-credit courses in hobby activities such as ballroom dancing, art, etc.

Provide frequent non-credit courses that serve the community in obtaining certifications such as hunter safety, motorcycle safety, concealed weapons training, etc.

Find and secure resources to continue the Center for Healthy Aging program

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Introduction

Arkansas State University-Newport is an institution of higher learning that will truly excel in the future because it is firmly grounded in its mission. While many factors contribute to the success of an institution, the most important of these is the people. The faculty and staff of Arkansas State University-Newport are committed to an inclusive learning environment that is focused on quality, academic freedom, individual and community advancement and personal growth. Faithfulness to our purpose focuses our energies, accelerates our timelines and provides continuing direction to our daily endeavors.

Discovering how to develop and sustain current staff and faculty dedication with our limited resources in an atmosphere where there are multiple role expectations of virtually everyone on board is critical to the future success of ASU-Newport. This process of developing our strategic plan has revealed an enthusiastically shared vision among the people of ASU-Newport for education in the Delta Region. To achieve this vision, we are reminded that our most successful actions are customer driven and that Arkansas State University-Newport has four groups of customers. They are: students; employers; the communities we serve; and transfer institutions – all of which must be satisfied if our reason for being is to be fulfilled.

Meeting the desires and needs of our customers in the immediate future will necessitate the responsible risk taking of being willing to increase our expectations for outcomes. Achieving our goal of customer satisfaction means cultivating flexibility, adaptability, responsiveness, collaboration, new partnerships, meeting unanticipated challenges and, despite adversity, still achieving constant change and improvement.

All of the above must be done because there is no choice. While resources are constrained, quality growth and development are possible through improved efficiency, resource reallocation and focused efforts of all. As ASU-Newport moves forward as a stand alone institution, it will pursue collaborative efforts to enhance community involvement and

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expand economic development in the Delta Region, promote cultural opportunities and provide a learning environment that is inclusive and inviting for all of its customers.

This strategic plan is ASU-Newport's map to the future. Our inspirations, beliefs and commitments are documented in this writing and reflect a synthesis of the best thinking of the institution's faculty and staff, student body, and Jackson County community members. We believe that our efforts have produced a viable path to the shared vision we hold for the future of Arkansas State University-Newport.

Larry N. Williams, Chancellor

INSTITUTIONAL MISSION

Arkansas State University-Newport is a public, open access, equal opportunity, two-year campus of Arkansas State University.

Our mission is to provide affordable, quality education.

- Programs and services include associate degrees, certificates, continuing education, workforce development, adult education, academic support services, and student support services.
- These programs and services are designed primarily to assist traditional and non-traditional Arkansas students in determining and achieving their educational, personal, and career goals.

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- Reaching beyond Northeast Arkansas, we promote educational mobility and cultural diversity through partnerships with local schools, other higher educational institutions, and distance learning.
- In addition to academic programs, Arkansas State University-Newport enhances the quality of life for students and citizens of the region by providing cultural enrichment activities.

INSTITUTIONAL STRATEGIC GOALS

- STRATEGIC GOAL 1 : To expand the institution's role in the economic development of the Arkansas Delta Region.
- STRATEGIC GOAL 2: To strengthen collaboration and working partnerships with other education service providers, business and industry employers and community members.
- STRATEGIC GOAL 3: To ensure excellence in all areas of institutional performance.
- STRATEGIC GOAL 4: To secure additional funding for institutional development and advancement.
- STRATEGIC GOAL 5: To expand and improve physical and technological facilities of the institution.
- STRATEGIC GOAL 6: To ensure institutional development which attracts and retains quality students and faculty.

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- STRATEGIC GOAL 7: To provide a supporting and challenging environment which enables and motivates students from diverse backgrounds to achieve their educational goals.
- STRATEGIC GOAL 8: To strengthen students' commitments to individual life-long learning, career development and community leadership.
- STRATEGIC GOAL 9: To demonstrate accountability to multiple customer groups.
-

PROGRAMS

Program 1. Credit Instruction

Credit instruction includes educational programs and academic coursework that enable students to pursue and achieve their goals while working toward the completion of their degree, program certification, accumulation of transfer credit hours or providing the educational foundation for their career.

Goal One: To provide academic coursework leading to a degree, professional certification, and career development.

Objective 1.1

Academic coursework will be provided that will facilitate the completion of authorized degree programs and the articulation of the required general education core.

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Strategy

Courses will be provided in a sequential timely manner that will foster academic success. The required general education core will be provided to build the foundation for academic success.

Objective 1.2

Academic courses will be provided that lead to professional certification, credentialing and career development opportunities.

Strategy

Courses will be provided that lead to the acquisition of technical certificates.

Academic courses will be provided that enhance and expand incumbent workforce knowledge foundations.

Program 2. Non-Credit Educational Support Activities and Economic Development

Non-credit educational support activities will include all support activities which capacitates students to attain their educational and career goals. Non-credit course work contributes to incumbent workforce training and economic development that strengthens the Arkansas Delta Region.

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Goal Two: To provide non-credit programs that assist students in meeting their educational and career goals and strengthen area economic development.

Objective 2.1 Non-credit educational support activities which support the mission of the institution will be provided to assist students in obtaining their educational goals.

Strategy

Provide facilities, resources of a human and fiscal nature necessary to promote student success.

Objective 2.2

Provide non-credit courses that contribute to economic development and the knowledge base of the local work force.

Strategy

Increase offerings to and enrollments in workforce training programs.

Expand the role the college plays in economic development through workforce training.

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MISSION STATEMENT

Black River Technical College is an institution of higher learning committed to a partnership with the individual and the global community to provide lifelong learning experiences, seeking always to empower those it serves to achieve their academic, vocational, and personal development goals.

INSTITUTIONAL GOALS

Black River Technical College maintains an effective technological infrastructure to support the following institutional goals:

- *To provide current courses, certificate programs, and associate degree programs for students who wish to gain or enhance employable skills
- *To provide college transfer and general education courses of high academic quality
- *To provide student support services to assist students in the achievement of their educational goals
- *To provide appropriate developmental course work to upgrade students' academic skills
- *To provide lifelong learning opportunities through a variety of community services, adult education, and continuing education courses

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*To provide the facilities of the college and the talents of its professional staff to support educational , civic, economic development, and cultural endeavors within the community

*To provide ongoing evaluation of the institution in order to improve student learning.

PROGRAMS & GOALS

Program 1 Credit Instruction

All courses offered by the college that lead toward an Associate of Arts degree, the Associate of Applied Science degree, Technical Certificates, and Certificates of Proficiency.

Goal 1: To provide appropriate quality courses, programs, and degrees to enable students to achieve their educational goals

Objective 1: Student will complete college-transfer courses that will serve as a foundation for more advanced higher education pursuits.

Strategy 1: BRTC will provide General Education courses acceptable for transfer by other institutions of higher learning

Strategy 2: BRTC will provide developmental courses to allow access to and assist students to gain skills needed to be successful in their college-transfer general education courses

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Objective 2: Students will complete Certificates, Certificates of Proficiency or Associate of Applied Science programs of study preparing them for employment in the modern workplace.

Strategy 1: BRTC will provide courses in fields of study necessary for the completion of Certificates, Certificates of Proficiency or Associate of Applied Science degrees in various technical fields

Strategy 2: BRTC will provide developmental courses for access and assistance in gaining skills students need to be successful in their respective technical programs of study

Goal 2: To provide appropriate support services to assist students in the achievement of their educational goals

Objective 1: BRTC will establish programs to remove academic barriers to completion of students' educational goals.

Strategy 1: BRTC will provide tutorial support in the core areas of communications and math/science

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Strategy 1: BRTC will assist and encourage students to actively pursue a wide range of financial aid options

Strategy 2: BRTC will provide counseling/advising services to assist with students' special needs, including physical and emotional concerns

Program 2 Non-Credit Instruction

All courses offered by the college in Adult Basic Education, General Adult Education, Continuing Education, and Business & Industry Training.

Goal 1: To provide learning opportunities to meet the needs of the community, as well as business and industry

Objective 1: Citizens in the BRTC Service Area will seek self-improvement through a wide range of non-credit educational options.

Strategy 1: BRTC will provide foundational skills programs through Adult Education and ESL (English as a Second Language) to adults in the community to ensure they gain access to further educational options available through this institution

Strategy 2: BRTC will offer a variety of "on-demand" special interest enrichment classes and educational options for people across the age spectrum

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Objective 2: Business/Industry and other job providers or employment agencies will actively partner with BRTC to upgrade skills of its current workforce or to retrain potential employees.

Strategy 1: BRTC will provide technology training for application throughout the modern workplace

Strategy 2: BRTC will develop and facilitate custom training options "on-demand" from employers

Goal 2: To provide facilities and support services for community and business and industry endeavors.

Objective 1: The community will turn to BRTC as an important resource in facilities and personnel necessary for support of community events and activities.

Strategy 1: BRTC will make available to the community its facilities, to include its community auditorium as well as its classrooms, for use as needed for community activities (that do not conflict with required college usage)

Strategy 2: BRTC will encourage and facilitate the participation and service of its personnel for community development activity

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Objective 2: Business and Industry will seek from BRTC the use of its facilities and the expertise of its faculty/staff for various workforce-related endeavors.

Strategy 1: BRTC will make available to employers in the Service Area its facilities for use in training, meetings, or other economic development activities

Strategy 2: BRTC will encourage and facilitate the use of the services of its personnel and their expertise for economic development/ workforce-related activities

Cossatot Community College of the University of Arkansas
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I. Institutional Mission Statement

CCCUA, a public institution of higher learning is dedicated to serving the needs of the citizens of Southwest Arkansas by offering the highest quality programs in the most accessible manner.

II. Institutional Goal

To strengthen institutional quality through programs of excellence for Credit and Non-credit.

III. Programs and Program Definitions

Program 1. Credit Programs: Credit means any course, series of courses, workshops, apprenticeships, internships work-related training experiences that lead to college credit being recorded on an official transcript.

Goal 1: To Improve the Quality of Teaching

Objective 1 -Improve teaching through outcomes -based curricular process

*Objective 1 Strategies: Provide professional development for faculty in developing outcomes-based curricula

*Objective 1 Strategies: Develop means to measure outcomes

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* Objective 1 Strategies: Provide professional development for faculty on use of new technology and/or instructional methods

*Objective 1 Strategies: Research and write to secure funding for new technology, equipment, and professional development

Program 2 Non-Credit Programs: Non-Credit means any course, series of courses, workshops, internships, work-related training experiences that will not be recorded on an official transcript issued by this institution.

Goal 1: To Increase the number of non-credit programs

Objective 1 Provide educational services to businesses and industries' employees not currently being served

* Objective 1 Strategies: Provide professional development for faculty and trainers who teach in the area of non-credit in subject areas that are deemed necessary by the community

* Objective 1 Strategies: Participate in state level budgeting process for non-credit programs

Objective 2 Increase participants in non-credit programs

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*Objective 2 Strategies: Provide professional development to faculty in marketing and recruitment of non-credit students

*Objective 2 Strategies: Establish new contacts with Business and Industry in region

Goal 2: Improve methods of delivering programs.

Objective 1—Upgrade technology, equipment, and instructional strategies for quality teaching.

*Objective 1 Strategies: Obtain quality input from selected community leaders.

*Objective 2 Strategies: Obtain quality input from selected community leaders.

East Arkansas Community College
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I. Introduction

II. Institutional Mission Statement

As an open-door, two-year institution of higher education, East Arkansas Community College's primary focus is a commitment to learning by educating and preparing students to become responsible citizens and contributing members of society. In addition, the College realizes the importance of serving other clients, including area businesses, industries, and educational institutions. In order to actualize its mission, the College is committed to the development of its faculty and staff. Furthermore, the College is dedicated to promoting the intellectual and cultural advancement of the community and to fostering tolerance and mutual respect among its members by offering the human and physical resources of the College. Through these efforts and through its cooperation with other educational institutions, the College is an active partner in the economic and social progress of Eastern Arkansas.

III. Institutional Goal(s)

To strengthen institutional effectiveness through quality instruction and support in both credit and non-credit programs.

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IV. Programs and Program Definitions

Program 1. Credit Program

Courses, programs, and associated support services designed (1) to facilitate transfer of academic credits or degrees to four-year institutions; (2) to provide terminal occupational degree, certificate, or course credit; or (3) to offer developmental education that assists individuals in overcoming educational deficiencies.

Goal 1: Improve student learning.

Objective 1: Focus on the development of students' critical thinking skills.

Objective 1 Strategies: 1) Provide faculty professional development
2) Incorporate critical thinking skills into the curriculum.

Objective 2: Address various learning styles through the enhanced use of technology.

Objective 2 Strategies: 1) Provide faculty development in the use of technology to enhance learning.
2) Incorporate a technology component into the curriculum.

Goal 2: Increase opportunities for student learning.

Objective 1: Increase the number of program (degree and/or certificate) offerings.

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- Objective 1 Strategies:**
- 1) Determine community needs.
 - 2) Obtain Coordinating Board approval of new programs.
 - 3) Implement new programs.

Objective 2: Expand the delivery of existing program offerings.

- Objective 2 Strategies:**
- 1) Increase the number of distance delivery options.
 - 2) Increase the number of on- and off-campus course offerings.

Goal 3: Expand the accessibility of student services.

Objective 1: Investigate best practices in the alternative delivery of student services.

- Objective 1 Strategies:**
- 1) Access satellite downlinks relative to alternative delivery methods.
 - 2) Conduct campus visits to community colleges which provide alternative delivery.
 - 3) Utilize consultants.

Objective 2: Provide innovative approaches to traditional delivery of student services

- Objective 2 Strategies:**
- 1) Create cross-functional teams within student services.
 - 2) Develop quick-response system to deal with student inquiries, requests, and complaints.
 - 3) Provide faculty/staff development.

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Program 2. Non-Credit Program.

Courses, programs, activities, and associated services designed (1) to offer opportunities for lifelong learning; or (2) to provide training for business and industry.

Goal 1: Expand Business & Industry Training offerings according to the changing needs of the business community.

Objective 1: Increase participation in Business & Industry Training activities.

Objective 1 Strategies:

- 1) Expand Business & Industry Training activities to other communities within the service area.
- 2) Increase the alternative delivery of Business & Industry courses and programs.

Goal 2: Expand Community and Continuing Education offerings according to the changing needs of the community.

Objective 1: Increase participation in Community and Continuing Education activities.

Objective 1 Strategies:

- 1) Provide a variety of community and continuing education offerings within the service area.
- 2) Increase the alternative delivery of courses and programs.

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I. Introduction:

To comply with Act 221 of 2001, Garland County Community College's strategic plan is presented in a performance budgeting format. The following strategic plan includes the Institution's mission statement; its institutional goal; program names and definitions; and each program's goal, objective, and objective strategies.

II. Institutional Mission Statement:

The mission of Garland County Community College is to provide quality comprehensive post-secondary educational opportunities including academics, vocational, remediation, economic development and community services for the diverse needs of persons residing in Garland County and, to a lesser degree, surrounding counties.

III. Institutional Goal(s):

It is the goal of Garland County Community College to provide higher educational opportunities through quality learning experiences that contribute to the intellectual and cultural development of its students.

IV. Programs and Program Definitions:

Program 1 **Credit Instruction**—*Includes pre-college level courses to prepare the student for academic courses; academic courses as a basis for awarding certificates and associate degrees; and college transfer courses for students choosing to complete the first two years of a four-year degree at our institution.*

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Goal 1: ***To strengthen institutional quality through excellence in credit instruction.***

Objective 1: ***Provide opportunities to address the diverse educational needs of students.***

Objective Strategy: *Identify and address constituents' educational needs relating to credit instruction.*

Objective Strategy: *Assess student learning by establishing measurable competencies, designing efficient assessment strategies, and analyzing data collected.*

Objective Strategy: *Provide professional development opportunities for faculty and encourage innovation in teaching.*

Program 2 *Non-credit/Community Service/Workforce Training*--Includes all activities associated with the instructional delivery of all non-credit/community service/workforce training.

Goal 1: *To provide quality lifelong learning through diverse and innovative comprehensive educational programs.*

Objective 1: *Focus on a range of education/training that serves the diverse needs of the local workforce.*

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Objective Strategy: *Assess scope and quality of program offerings to enhance students' success in workforce training/ community service areas.*

Objective Strategy: *Identify new training opportunities by surveying both students and local business and industry.*

Objective Strategy: *Provide professional development opportunities for staff and encourage innovation in teaching.*

Mid-South Community College
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Introduction

Periodically, Mid-South Community College (MSCC) surveys community members, business leaders, students, and employees to assess the current effectiveness of its programs and services and to identify emerging needs that the College will need to address in the near future. Since its inception, MSCC has integrated strategic planning with the NCA self-study process. This integration ensures that College personnel make decisions in relation to the mission, purposes, and values of the institution and in relation to the criteria established by the Higher Learning Commission to ensure a continued focus on student learning through delivery of quality programs and services.

Institutional Mission

MSCC is a public, two-year institution of higher education with an open-door admission policy serving Crittenden County, Arkansas and the surrounding areas with a comprehensive educational program. The College is committed to the provision of high quality, affordable, and convenient programs and services in support of student learning and community needs.

To meet these needs, the College provides quality academic and support programs, personnel, technology, administrative services, and facilities necessary to respond in a timely and effective manner.

Institutional Goals:

To provide community college general education and technical curricula which prepare students for further education, employment, and lifelong learning.

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To provide programs, services, technology and facilities which support student learning.

To provide affordable, accessible continuing education programs that enhance the personal, intellectual, social, cultural, and recreational needs of the community.

To foster economic development by providing a training and educational link between the College business and industry.

To provide direction to the College's growth in response to community and student needs.

Programs: The two major programs for MSCC are Instruction and Business and Community Education

a. **Instruction** – includes credit classes and the support of those classes.

1) **Goal** – To increase student learning in the classroom.

1. **Objective** - The College will foster access, learning, and goal achievement in response to individual needs through proactive and innovative programs and services.

a. **Strategy** - Access - Student enrollments will increase from the 1998-99 baseline enrollments

b. **Strategy** - Retention – Improve student retention ratios.

c. **Strategy** - Satisfaction – MSCC Student Satisfaction ratings on the Noel Levitz Student Satisfaction Survey will meet or exceed the national rating on at least 10 scales.

2. **Objective** - The College will utilize its resources, improve its processes, and evaluate its outcomes to support learning and institutional effectiveness.

a. **Strategy** - Provide professional development for faculty to facilitate student learning.

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- b. **Strategy** - Provide faculty training in student and program assessment to measure the effectiveness of the learning in the classroom.
 - c. **Strategy** - Strengthen partnerships with K-12 schools through collaborative programming.
- b. **Business and Community Education** – includes non-credit classes and business and industry training and the support for those classes.
- 1) **Goal** - Contribute to the social and economic development of the county.
 - 1. **Objective** - Promote responsible citizenship and community strength through community service, planned learning experiences, and collaboration with external agencies.
 - a. **Strategy** - Conduct workforce skill development classes to promote responsible citizenship and community strength.
 - 2. **Objective** - Ensure academic programs and services address identified needs of local business, industry and community organizations.
 - a. **Strategy** - Convene advisory boards at least semi-annually to ensure BC&E programs and services address their needs.
 - b. **Strategy** - Identify new and emerging program/curricula by participation in the AATYC workforce training consortium.

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I. Introduction

Mississippi County Community College recognizes the need for continued assessment of its ability to fulfill its mission. The mission statement adopted by the College addresses district education and delivery issues and provides direction for the College. The Plan's goals, objectives, and strategies are designed to promote the concept of access to higher education opportunity, ensure quality of experience, and enhance the concept of learning community throughout the College's district.

II. Mission Statement

Mississippi County Community College is committed to providing accessible, quality educational programs, services, and lifelong learning opportunities.

III. Goals

MCCC shall have the reputation as a partner/participant in regional economic development and shall be recognized as an innovative leader in the area of educational training, retraining, and service to the businesses and industries of the service area.

MCCC shall have a reputation for academic excellence and for assuring student retention and success.

Among district, state, and national constituencies, MCCC shall have the image of a preeminent, future-focused, two-year college whose mission is understood and endorsed by the College's staff and citizenry.

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MCCC shall be recognized as maintaining a premier level of financial stewardship, academic integrity, and outcomes accountability throughout all facets of the institution.

MCCC shall develop a focus on public relations, marketing, and institutional information/research and shall develop a college marketing program that will inform constituencies and the district about the College.

MCCC shall be recognized for its quality programs, relevant curricula, and flexible delivery of education experience and services.

IV. Programs and Definitions

Program 1: Instruction

Delivery of instruction through for-credit courses and programs. This program includes all college preparatory, general education, and technical courses leading to a transfer degree or technical certificate and/or degree.

Goal 1: MCCC will provide quality instruction for students seeking certificates/degrees, courses for transfer, or courses for career enhancement.

Objective 1: MCCC will continuously improve the quality of instruction through new program development, curricula updates, and delivery innovations.

Strategy 1: MCCC will annually assess the quality of student learning using the measures evolved through the Assessment of Student Academic Achievement.

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Strategy 2: MCCC will annually review degree programs through internal review and external advising committees.

Strategy 3: MCCC will revise existing courses and offer new courses in order to keep curricula relevant.

Goal 2: MCCC will enhance technology utilization and promote staff development.

Objective 1: MCCC will enhance technology as related to instructional delivery.

Strategy 1: MCCC will enhance computer access to students and use of computer based instruction.

Strategy 2: MCCC will develop teaching/learning technology capabilities within institution.

Objective 2: MCCC will enhance faculty/staff capabilities to utilize technology in institutional delivery.

Strategy 1: MCCC will support faculty development with emphasis on technology skills.

Strategy 2: MCCC will provide institutional support of instructional technology.

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Program 2: Business and Industry Training, Non-Credit and Community Service.

This program includes all courses and services delivered to business and industry. All community education courses, as well as cultural experiences are also included in this program. Community Development encompasses the variety of roles the College and its employees play in a wide variety of philanthropic, governmental, and community organizations.

Goal 1: MCCC will provide high quality, relevant training to area business and industry.

Objective 1: MCCC will provide business and industry training for the service area.

Strategy 1: MCCC will organize, staff, and support Solutions Group training organization.

Strategy 2: MCCC will custom deliver educational programs and services to business and industries.

Goal 2: MCCC will provide a broad range of life-long learning activities and community service within service area.

Objective 1: MCCC will offer life long learning to a broad cross-section of constituency.

Strategy 1: MCCC will offer broad selection of non-credit courses and workshops.

Strategy 2: MCCC will offer cultural enrichment opportunities.

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Objective 2: The College and its employees will engage in community development.

Strategy 1: The College will inform constituency and facilitate access to higher education opportunities.

Strategy 2: The College will participate as a partner/leader in regional community development.

North Arkansas College
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I. Institutional Mission Statement

North Arkansas College's mission is to provide high quality, affordable, convenient opportunities for learning and cultural enrichment in response to community needs.

II. Institutional Goals

1. To provide comprehensive, high-quality educational programs that are committed to successful student outcomes.
2. To provide programs that meet area needs through community involvement, partnerships, and outreach activities.

III. Programs and Program Definitions

Program 1: Instruction

This program consists of credit instruction housed in the divisions of Business; Humanities; Science and Technology; Math, Science, and Physical Education; and Developmental Education.

Goal 1: Improve the quality of instruction

Objective 1: Improve classroom instruction by focusing on the use of Classroom Assessment Techniques (CATs).

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Strategy 1: Provide professional development for faculty.

Strategy 2: Provide web-based examples of CATs and forms for faculty use.

Goal 2: Improve student success

Objective 1: Improve student success by focusing on initial placement into appropriate level courses.

Strategy 1: Evaluate recent student success using current placement criteria.

Strategy 2: Determine alternative methods of placement used by other community colleges in the state.

Program 2: Business/Industry Training and Continuing Education

This program consists of non-credit training to incumbent workers in the areas of allied health, technology, and occupational skills.

Goal 1: To meet the training needs of local Business and Industry.

Objective 1: To improve relationships with area businesses and industries.

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Strategy 1: Expand communications with local contacts to determine the training needs of area business and industry.

Strategy 2: Develop classes to meet the training needs of area business and industry.

Goal 2: To provide opportunities for continual learning for workers in our community.

Objective 1: To improve continuing education/workforce training offerings.

Strategy 1: Re-package some credit courses to better fit the time constraints and training needs of area business and industry.

Strategy 2: Publicize to business/industry workers the benefits of continued education/training.

NorthWest Arkansas Community College
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I. Introduction

The NorthWest Arkansas Community College District was authorized on August 15, 1989, when voters in the Rogers and Bentonville public school districts passed a 3-mil tax. Just more than 1,200 students attended the first classes in the fall of 1990 at high schools, chambers of commerce, municipal and leased facilities throughout the district.

In 2002, day, evening and weekend classes are still offered at several locations throughout the district and in Springdale. NWACC had a college-credit enrollment of just less than 4,300 headcount in Fall 2001. The College also serves about 3,000 persons through its Workforce Development Institute, an additional 2,000 in allied health re-certification programs, and more than 3,000 students a year in the NWACC Adult Education Department.

In serving a dynamic region of the state, NorthWest Arkansas Community College recognizes the importance of providing varied and abundant opportunities for learning.

NWACC is a comprehensive, learning-centered two-year college dedicated to meeting the educational needs of its service area. NWACC offers a comprehensive educational program that includes technical occupational programs, freshman and sophomore programs for students to transfer to four-year colleges, specialty courses, continuing education courses, and workforce training to meet the needs of the emerging and existing workforce.

II. Institutional Mission Statement

NorthWest Arkansas Community College is a comprehensive, public two-year college that serves and strengthens the Benton and Washington county community through learning for living.

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III. Institutional Goals

The NWACC Board of Trustees during the 2001-02 academic year developed the following set of 15 Institutional Goals.

1. NWACC classes and activities will allow citizens ranging in age from Kid's College to adults of all ages to enroll in lifelong learning opportunities.
2. Citizens will be offered quality courses that meet requirements of the associate degree and beyond at affordable tuition and fee costs.
3. NWACC students will be offered courses to improve basic skills in reading, writing, composition and math. These basic courses will allow for self-improvement or preparation for college level courses.
4. Students and service area company employees will be able to prepare for careers and job promotions, and improve personal and job skills through NWACC's technical education offerings each semester.
5. Members of the local community who can potentially benefit from planned activities will be able to enroll in community service classes and programs in areas of avocational interests or for personal development and enjoyment.
6. Service area companies will have greater success including company value enhancement through NWACC's Workforce Development program.
7. Individuals will have the opportunity to enroll in courses and activities in international education to increase personal knowledge and understanding of varied cultures.
8. An ever-broadening student clientele will be recruited and served through a diverse staff and activities that reflect the local community.
9. Students will receive encouragement and support from services that increase opportunities for academic success and achievements later in life after leaving the college.
10. Citizens who enroll in classes or participate in college activities will receive quality programs and services.

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11. Ever increasing funds from local, state, federal, and private sources provide life long opportunities for learning for local individuals. When state funding for NWACC reaches the level of 80% of the highest funded two-year college in the state resulting in no more than a 20 % spread, every individual wanting a course will be able to enroll in classes that meet his or her needs.
12. NWACC shares with the student the responsibility for learning. Based on that perspective, students are able to complete academic courses in a timely manner to meet their education needs, including transferring to a four college or university.
13. Planning and assessment activities chart NWACC's future and determine successful achievements of Board outcomes or ends.
14. Using, in part, guidelines from North Central, NWACC meets to the satisfaction of North Central the criteria for an effective institution.
15. An accommodating, attractive, safe physical plant is maintained for students, employees and the general public.

IV. Programs and Program Definitions

Program I: Instruction

Definition: *Instruction is defined as courses and activities, student development services and support functions that lead to college credit hours and degrees.* (Instruction, Student Services, Institutional Technology)

Goal 1 –Provide quality instruction.

Objective 1 – Enable students to earn course credit toward an associate degree, then successfully pursue their education at other institutions, and enable students to become employed and advance in a variety of occupations through technical and vocational courses, certificate, and degree programs.

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Objective 1 Strategies

- a) Design and deliver high-demand courses for a learning-centered, technologically advanced environment that meet requirements of the associate of applied science degree, certificates and beyond.
- b) Design and deliver high-demand preparatory skill development courses in mathematics, reading and English for individuals whose previous educational achievements may have been insufficient to allow them to reach their personal or occupational goals, or to succeed in college-level courses
- c) Design and deliver support for students as individual learners through a quality library and educational technology.
- d) Design and implement planning and student learning assessment activities that chart students' success, thus ensuring NWACC's future and determine its successful achievement of Board outcomes or ends and that satisfy the criteria of the North Central Association.

<p>Goal 2 – (Student Services) Provide student services that include but that are not limited to counseling and guidance, career exploration and assistance, and financial aid.</p>
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Objective 1— Provide student support services in a learning-centered, technologically advanced environment that increase opportunities for academic success and lifetime achievement after leaving the College.

Objective 1 Strategies

- a) Design and deliver quality services for both prospective and currently enrolled students.
- b) Design and deliver quality services that contribute to the overall development of the individual through the successful completion of educational career, and life goals.

Objective 2 Increase the number and scope of quality services that support students, faculty and the greater community while facilitating the development of students.

Objective 2 Strategies

- a) Design and deliver quality services that create and support a diverse campus culture reflecting the community.
- b) Design and deliver quality services that encourage communication and rapport between all levels of the organization.

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Program II: Community Education

Definition: Community Education is defined as courses, workshops, seminars, activities and presentations, and support functions that enrich the vocational and intellectual lives of individuals and the quality of life in the community.
(*Workforce Development, Adult Ed, Community Ed and IT*)

Goal 1 – (Community Education and Adult Education) Increase opportunities for members of the local community who can potentially benefit from planned activities to enroll in community service classes and adult education programs in areas of avocational interests or for personal and professional development and enjoyment.

Objective 1 (Community Education) Allow citizens ranging in age from Kid's College to adults of all ages to enroll in lifelong learning opportunities conducted in a learning-centered, technologically advanced environment.

Objective 1 Strategies

- a) Assess the needs for non-credit community education classes, workshops, seminars and training opportunities for personal education and enrichment.
- b) Design and deliver non-credit community education classes, workshops, seminars and training opportunities for personal education and enrichment.

Objective 2 (Adult Education) Allow citizens of all ages to enroll in lifelong learning opportunities conducted in a learning-centered, technologically advanced environment through adult education classes and related activities.

Objective 2 Strategies

- a) Assess the need for adult education non-credit classes and training opportunities for educational development and enrichment.
- b) Deliver adult education non-credit classes and training opportunities for educational development and enrichment.

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Goal 2 – (Workforce Development) Establish a cooperative effort with business and industry and local Chambers of Commerce to provide job related skills by retraining or upgrading job skills leading to more productive employees or to job advancement

Objective 1 – Assess the need for and design occupational/technical, business/industry, and vocational programs in a learning-centered, technologically advanced environment that are timely, responsive to community needs and that contribute to the intellectual and economic growth of the state, especially northwest Arkansas.

Objective 1 Strategies

- a) Identify the needs of local businesses and industries in their efforts to further educate and train their workforces.
- b) Design quality instruction and support to include but not be limited to customized training, computer training, career programs and consulting services.

Objective 2 –Deliver occupational/technical, business/industry, and vocational programs in a learning-centered, technologically advanced environment that are timely, responsive to community needs and that contribute to the intellectual and economic growth of the state, especially northwest Arkansas.

Objective 2 Strategies

- a) Deliver programs that meet the needs of local businesses and industries in their efforts to further educate and train their workforces.
- b) Deliver quality instruction and support to include but not be limited to customized training, computer training, career programs and consulting services.

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Introduction

In compliance with Arkansas Act 221 of 2001, Ouachita Technical College has prepared a long-range strategic plan for approval by the General Assembly. The following strategic plan was approved by the OTC Board of Trustees on March 26, 2002.

Institutional Mission Statement

Ouachita Technical College is an open access, public, two-year institution of higher education committed to providing area citizens affordable, lifelong educational opportunities and services in a caring environment designed to enable them to develop their fullest potential and to support the economic development of Arkansas.

Institutional Goals

- To provide quality general education.
- To provide quality workforce and continuing education.
- To provide comprehensive services that support the delivery of quality instruction.

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Programs and Program Definitions

Program 1: General Education—Includes all instruction that is “general” in that it is intended to provide common knowledge and concepts and to promote intellectual inquiry. The OTC general education program includes coursework for basic skills enhancement (developmental), for transfer preparation, and for workforce preparation.

Goal 1: To provide a comprehensive and continually improving general education program.

Objective 1: Provide a range of general education offerings for university transfer and for workforce preparation.

Objective Strategy 1: Annually review, and if necessary, general education course offerings.

Objective Strategy 2: Provide developmental education courses that enhance students’ academic skills for success in college-level coursework.

Program 2: Workforce/Continuing Education—Includes all instruction related to the delivery of (1) associate degree and certificate programs for job readiness in the workplace; (2) customized business and industry training; (3) non-credit, avocational, and personal enrichment continuing education offerings.

Goal 1: To provide quality workforce and continuing education programs.

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Objective 1: Provide a range of technical/workforce programs to prepare individuals for employment, for upgrading job skills, and for personal improvement.

Objective Strategy 1: Assess associate degree and certificate programs designed to prepare students for employment on an annual basis.

Objective Strategy 2: Identify and address continuing education and customized training needs for citizens, business, industry, and government.

Program 3: Support Services—Includes all services and activities that support instruction. These include student services (tutoring, guidance and counseling, financial aid, students activities, library services), and physical resources (buildings, grounds).

Goal 1: To provide comprehensive services to support student learning.

Objective 1: Provide services to support and enhance student learning.

Objective Strategy 1: Identify and provide appropriate professional development opportunities for faculty and staff.

Objective Strategy 2: Identify and provide appropriate services such as tutoring, library services, guidance and counseling, financial aid, student activities, and other student services that support student learning.

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Objective 2: Provide a safe, attractive learning environment.

Objective Strategy 1: Develop and implement a multi-year maintenance and facilities plan.

Objective Strategy 2: Evaluate the learning environment through annual evaluations by students and employees.

Ozarka College
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- I. **Introduction:** Ozarka College is a two-year public institution located in North Central Arkansas to provide educational opportunities to residents in Fulton, Izard, Sharp and Stone counties.

- II. **Mission Statement:** The mission of Ozarka College is to provide its students and community with quality comprehensive higher education, technical education, adult education, continuing and workplace education and cultural opportunities.

- III. **Institutional Goals:** Ozarka will strengthen institutional quality through excellence in both instruction and service to students within the communities we serve.

- IV. **Program One: Instruction :** credit programs offered from certificate of completion through associate degree level.

GOAL: Improve the quality of instruction offered by Ozarka College

Objective – Improve the quality of classroom instruction by focusing on the development of students' critical thinking skills.

Strategy 1. Provide professional development opportunities for faculty.

Strategy 2. Create opportunities for students to practice critical thinking skills.

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Program Two: Service : non-credit services including workforce training, personal enrichment and service/support to students and others within the designated area. Also includes support for the local economy.

GOAL: Improve the quality of services being provided by Ozarka College.

Objective – Provide positive support to local area communities and students.

Strategy 1. Offer to partner with local entities to share resources within the community.

Strategy 2. Manage resources for better service to students, businesses and the overall communities in the service area.

Phillips Community College of the University of Arkansas
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I. Introduction

The PCCUA strategic planning process is conducted on a three-year cycle and projects strategic direction for a five-year period. The Chancellor, in consultation with the college's board, leads the strategic planning process. Through an analysis of the college's internal strengths and weaknesses as well as external opportunities and threats, PCCUA is better prepared to define its long-range goals and strategic initiatives.

II. Institutional Mission Statement

The Phillips Community College District is a multi-campus, two-year college serving Eastern Arkansas. The college is committed to individual, organizational, and community development. It provides accessible, affordable education, training, and public services that are consistent with the goals and objectives of its students and the communities it serves. Through its numerous programs and partnerships, the college provides high quality educational opportunities and supports the economic growth of Eastern Arkansas. Phillips Community College is a member of the University of Arkansas System.

III. Institutional Goals

- A. PCCUA will provide university-parallel courses of high academic quality on the freshman and sophomore levels for students who will transfer to senior institutions.
- B. PCCUA will provide occupational courses for students who wish to gain competence in employable skills and for employed workers who wish to upgrade their skills or move into another level of employment.

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- C. PCCUA will provide courses for continuing education for credit or non-credit on a full- or part-time basis and a program of community service activities both by sponsoring courses to meet the interests of various groups and by offering its facilities, its professional staff, and the specific talents of its students to promote the civic and cultural life of the community.
- D. PCCUA will provide organized developmental work which will improve skills and attitudes so that success in a program may be possible.

IV. Programs and Program Definitions

- A. Instruction: PCCUA offers credit courses leading to associate degrees and certificates in technical, occupational fields and designed-to-transfer majors.
 - 1. Goal 1 (Learner-Centered Environment): PCCUA will revise, enhance, and develop its curricula to assure relevant programs and services that will meet the needs of the community, including changing technology in the workplace, increase demands for more broadly educated citizens, and continuing enrollment of learners who require additional preparation for collegiate programs.
 - a. Objective: PCCUA will expand efforts to raise aspirations for post-secondary education among the many low-income and first generation young people in its service area.
 - i. Strategy: Expand Senior Academy to other high schools in addition to Stuttgart High.
 - ii. Strategy: Seek grant funding for a Talent Search program.

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- b. Objective: PCCUA will expand efforts to reach out to non-traditional students, including workers who need to upgrade skills and adults who have little or no post-secondary education.
 - i. Strategy: Expand the capacity of the on-line University of Arkansas Associate of Arts degree through a continuing partnership with the University of Arkansas Community College at Batesville (UACCB) and the University of Arkansas Community College at Hope (UACCH).
 - ii. Strategy: Use web-based and compressed video technologies to deliver the Licensed Practical Nursing program to all three PCCUA campuses.

2. Goal 2 (Commitment to Student Success):

- a. Objective: PCCUA will improve academic advisement and placement through expanded access to quality advisement and support services.
 - i. Strategy: Increase access to advisement information such as placement scores and transcripts via computers.
 - ii. Strategy: Use the USA Group Noel-Levitz *Guide and Resource Book for Academic Advising* for additional training of advisors.

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- iii. Strategy: Increase methods of assessing existing knowledge and expand prior learning assessment for adult students.

B. Community Service/Business and Industry Training: PCCUA provides professional and occupational development for businesses, industries, and governmental and health agencies. A variety of self-support non-credit activities for personal enhancement are also offered.

- 1. Goal 1 (Leadership in Community and Economic Development): PCCUA will pursue collaborative partnerships with community organizations, business and industry, and educational institutions throughout its service area for purposes that meet the needs of the communities it serves, consistent with its institutional mission, vision, and values.

- a. Objective: PCCUA will be an integral part of regional economic development activities through education and training services and by strengthening links with business, industry, and labor.

- i. Strategic: Develop Workforce Technology Center on the Stuttgart campus to meet documented needs for customized, business-specific training.

- ii. Strategy: Develop small business incubator in historic warehouse in downtown Helena to provide training and support for e-based commerce.

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- b. Objective: PCCUA will develop new programs and expand programs and services that promote economic and community development, labor force participation, and community leadership.
 - i. Strategy: Develop structured cabling program in network technology on the Stuttgart campus.
 - ii. Strategy: Partner with Delta Health Education Center to provide short-term training in gerontology.
 - iii. Strategy: Partner with East Arkansas Community College and Mississippi County Community College to develop an AAS degree program in radiology.

Pulaski Technical College
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Introduction

Pulaski Technical College's vision is to be Arkansas' leading two-year college, recognized for excellence in workforce development and university-transfer education. The College uses strategic planning as a means to achieving this goal.

Institutional Mission Statement

Pulaski Technical College is a comprehensive two-year college that serves the educational needs of central Arkansas through technical programs, a university transfer program, and specialized programs for business and industry. The College's mission is to provide access to high quality education that promotes student learning, to enable individuals to develop to their fullest potential, and to support the economic development of the state.

Institutional Goals

Develop and deliver high quality technical and occupational programs that address the workforce needs of central Arkansas.

Develop and deliver a high quality university-transfer program for students who wish to prepare for transfer to a four-year institution.

Provide central Arkansans with access to high quality, affordable higher education.

Provide programs and services that will help students achieve their educational and career goals.

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Support the economic development of the state by providing specialized job specific training for business, industry, and other organizations.

Programs and Program Definitions

Program 1 – Instruction: This program encompasses the credit (degree and certificate) programs offered by the College, to include technical and occupational programs and a university-transfer program.

Goal 1: Continuously evaluate and respond effectively to the education and training needs of central Arkansas.

Objective 1: Identify the education and training needs of central Arkansas.

Strategy 1: Continuously communicate with employers, local chambers, state and local government, local school districts, and social service agencies about the education and training needs of central Arkansas (Pulaski, Faulkner, Lonoke, and Saline Counties).

Objective 2: Develop new programs that respond to identified needs that fall within the mission of the College.

Strategy 1: When an unmet need is identified, contact other colleges that offer quality programs in the field to obtain information about curriculum, faculty, facilities, and equipment needs. Consult with local employers and professionals in the field.

Strategy 2: Design the program, seek the necessary approvals, and obtain the resources needed to deliver a quality program (faculty, facilities, and equipment).

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Objective 3: Continuously evaluate and improve program effectiveness.

Strategy 1: Develop and maintain procedures for evaluating the effectiveness of College programs and services.

Strategy 2: Use evaluation results to continuously improve College programs and services.

Goal 2: Maintain a quality learning environment.

Objective 1: Employ well-qualified faculty and staff.

Strategy 1: Recruit and retain well-qualified full-time faculty and staff. Maintain a positive working environment, to include competitive salaries and benefits and opportunities for professional development.

Strategy 2: Recruit well-qualified part-time faculty and staff and insure that they have the preparation and support to provide quality programs and services.

Objective 2: Acquire and maintain state-of-the-art facilities and technology.

Strategy 1: Develop and maintain classrooms and laboratories that are responsive to program and student needs.

Strategy 2: Develop and maintain a Library that is equipped to support instructional needs.

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Strategy 3: Obtain the financial resources needed to continuously provide quality programs and services.

Goal 3: Promote student success.

Objective 1: Evaluate student skills at the time of entry to the College.

Strategy 1: Maintain a placement testing program that will enable the College to place students in appropriate courses, based on their skill levels.

Strategy 2: Maintain a strong program of developmental (remedial) education to assist students who need help in preparing for college-level work.

Objective 2: Provide programs and services that will enable students to successfully complete college-level courses.

Strategy 1: Maintain a program of counseling and advising that will enable students to select programs and courses that address their educational and career goals.

Strategy 2: Maintain a program of financial aid that will assist students in financing their education.

Strategy 3: Maintain a learning assistance program (tutoring and computer-assisted instruction) to help students succeed in their courses.

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Program 2 – Business and Industry Training: This program encompasses the customized training programs designed and delivered by the College to address the specific education and training needs of central Arkansas employers and their employees.

Goal 1: Continuously evaluate and respond to the specific education and training needs of central Arkansas employers and their employees.

Objective 1: Maintain continuous communication with central Arkansas employers about their education and training needs.

Strategy 1: Communicate with individual employers about their education and training needs.

Strategy 2: Work with local chambers and central Arkansas Workforce Investment Boards to identify and respond to regional education and training needs.

Objective 2: Develop courses and programs that respond to the education and training needs of central Arkansas employers.

Strategy 1: Design courses and programs based on employer needs and industry standards.

Goal 2: Continuously evaluate and improve program effectiveness.

Objective 1: Continuously evaluate business and industry training programs in relation to their effectiveness in addressing employer and employee needs.

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Strategy 1: Solicit feedback from employers and employees/ students to evaluate satisfaction with business and industry training.

Objective 2: Utilize evaluation results to continuously improve business and industry training programs.

Strategy 1: Evaluate employer and employee/student feedback to identify areas in need of improvement.

Rich Mountain Community College
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The focus of Rich Mountain Community College's Strategic Plan for the 2003-05 Biennium is the hallmarks of Teaching, Learning, Engagement, and Discovery. The College, through this planning process, has established performance strategies that are reflective of institution and accreditation standards.

I. Introduction

Rich Mountain Community College recognizes the worth and dignity of the individual, thus the college is committed to serving the multi-dimensional educational needs of its constituency.

Toward that end, Rich Mountain Community College provides academic, vocational, and avocational opportunities and dedicates itself to quality programs in each of these areas throughout its service area (*service area includes Polk, Scott, Montgomery, and Pike counties in Arkansas and students of LeFlore and McCurtain counties in Oklahoma*).

II. Institutional Mission Statement

The institutional mission of Rich Mountain Community College is defined and promoted in its mission and vision statements. Those statements are as follows:

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Mission Statement: *Rich Mountain Community College exists to provide all citizens of the Ouachita Mountain Region with exemplary educational and enrichment opportunities to improve the quality of life and standard of living.*

Vision Statement: *Rich Mountain Community College is a learning-centered institution of higher education, committed to the proposition that the educational attainment of individuals within a democratic society is, in large measure, responsible for the advancement of that society.*

The college is dedicated to empowering each individual to pursue a higher quality of life by providing access to dynamic, lifelong learning opportunities. The college's caring approach to teaching and learning allows individuals to enhance and expand their knowledge base and to enrich their lives through intellectual challenge and self-discovery with the assistance of current technologies and skilled human resources. The college demonstrates respect for the worth and dignity of each person, recognizes the uniqueness of each individual, and encourages personal growth by offering affordable, high quality accessible education in preparation for transfer and technical degrees, workforce development, and personal enrichment.

III. Institutional Goal(s)

The goals of Rich Mountain Community College are expressed in its *Values* and its *Scope and Goals*. This combination provides a values base format for the achievement of the educational goals of the college. It further provides the foundation for achievement of Rich Mountain's mission and vision.

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Values: *Rich Mountain Community College, as a leader in a growing community, continues to develop an exemplary learning environment. Success in this endeavor hinges on turning the following values into action:*

- Rich Mountain Community College is a vibrant contributor to the quality of life of the Ouachita Mountain Region.
- All who choose to use Rich Mountain Community College's resources are treated with dignity.
- All learners are challenged to maximize their potential.
- All learners are given the opportunity to accept the challenges and responsibilities for learning and growing as students and citizens.
- All college personnel are committed to providing an atmosphere of respect, dignity, and cooperation where ideas, questioning, and the continued pursuit for self-development are valued as means towards learning and growth.

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Scope and Goals: *The scope and goals of Rich Mountain Community College establish the framework and guidance for institutional programming. Through these programs the College can fulfill its mission.*

- To provide, at low cost, the first two years of university parallel course work of high academic quality for students who transfer to senior institutions.
- To offer associate degrees and certificates of proficiency in occupational education for students who wishes to gain competence in specific skill areas or to upgrade their skills.
- To provide developmental education programs for students who need basic academic skills.
- To offer a variety of community service/continuing education courses designed to meet academic, vocational, and avocational needs.
- To provide student personnel services for those who desire academic, vocational, financial, and/or personal guidance and counseling.
- To offer facilities of the College and the talents of its professional staff in order to support educational, civic, and cultural endeavors within the community.

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Program 1: Teaching and Learning

Teaching and learning is a process involving the institution, teachers, and students in relating knowledge, skills, ethics, individual responsibility, and economic viability to understanding core subjects, curriculum, and career development for life's work, civic responsibility, and personal accountability.

Goal 1: Provide effective instructional and support programs that prepare students to obtain their goals.

Objective 1: Provide the first two years of university parallel course work; associate degrees, technical certificates, certificates of proficiency, and specialized courses; and provide Developmental Education programs.

Strategies:

- a. Employ qualified faculty dedicated to teaching and learning needed for instruction.
- b. Provide support programs including but not limited to information access, professional development, and technology that provide for the learning process to occur and be enhanced.

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- c. Implement appropriate research and assessment tools and techniques that support, enhance, and improve the effectiveness of instruction.

Objective 2: Provide environments that allow instruction, teaching, and learning to occur.

Strategies:

- a. Employ qualified support staff dedicated to development and an environment that is conducive to supporting the teaching and learning process.
- b. Maintain facilities in excellent condition.
- c. Construct new and renovate existing facilities as recommended by the college, approved by its Board, and as needed for providing instruction and support programs.
- d. Maintain information resource systems and access points that support learning.

Objective 3: Provide support programs and services needed for instruction and learning to perpetuate the mission of RMCC.

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Strategies:

- a. Employ qualified staff dedicated to teaching and learning needed for instructional and college support.
- b. Maintain administrative and fiscal operations that ensure stability, adequacy, and support of instruction and the mission of the college.
- c. Implement techniques and strategies designed to improve efficiency and effectiveness of the college.
- d. Provide a college atmosphere that is respectful, caring, ethical, and supportive of college values, mission, and purpose.
- e. Provide and coordinate financial aid, personnel, and budgeting assistance.
- f. Maintain a Student Support Services program.

Goal 2: Sustain and improve institutional structure, processes, and educational quality.

Objective 1: Promote an environment for growth and mission realization that is future oriented.

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Strategies:

- a. Maintain an organizational environment that is supportive of innovation and change.
- b. Maintain long-range and strategic goals that allow for review, refinement, and reprioritization.
- c. Maintain systematic planning and budgeting processes.
- d. Seek a resource base that adequately supports current operations and programs of renewal.

Objective 2: Operate the institution with integrity for mission fulfillment in a shared governance structure.

Strategies:

- a. Maintain processes that promote review and revision of mission, organizational structure, policies, and procedures.
- b. Support processes for shared governance and continuous improvement.
- c. Promote professional integrity and ethics as related to mission, organizational structure, policies, and procedures.

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Program 2: Discovery and Engagement

Congruent with the community college philosophy and mission, discovery and engagement encompasses: student assessment, guidance, and counseling; business, industry, and workforce training; civic leadership and community development; educational support through partnering with the community and public schools; community service programs for continued learning; and educational endeavors that promote local, state, national, and international understandings and knowledge of culture, heritage, human responsibilities, and quality of life.

Through discovery, support is given for research, scholarship, performance, creativity, applied practice, and other forms of discovery. Through engagement, the College identifies its communities of shared interest, engages them, and serves them in ways they value.

Goal 1: Provide student support programs that engage students in obtaining their educational goals and promotes discovery.

Objective 1: Provide student support for instruction.

Strategies:

- a. Provide advisement in vocational and career options
- b. Provide advisement and assistance for financial aid.
- c. Provide student assessment and placement programs for advisement.

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- d. Seek resources that will allow services to be at maximum potential.
- e. Provide admissions advisement.
- f. Provide student records management and service.

Objective 2: Provide transition assistance.

Strategies:

- a. Articulate programs and services with four-year colleges and universities.
- b. Articulate technical programs with employers through advisory committees.
- c. Maintain policies and procedures that enhance mobility of learning.

Goal 2: Provide opportunities and support for community development and partnerships.

Objective 1: Support partnerships with school systems.

Strategies:

- a. Sponsor meetings with school officials to identify possible partnerships.
- b. Visit each service area high school.
- c. Conduct meetings with high school counselors.
- d. Encourage the development of partnerships that mutually support the mission and goals of the institutions and promotes student learning.

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Objective 2: Support partnerships with businesses and industries.

Strategies:

- a. Conduct a business/industry forum.
- b. Join forces with businesses, industry, and government to build partnerships that promote economic and community success.

Objective 3: Support partnerships with the community.

Strategies:

- a. Assist community and civic organizations and governments through partnerships that will result in enrichment, learning, and the development of our community.
- b. Support and work with the Rich Mountain Community College Foundation to develop resources that support the education of the students of our service area.

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Goal 3: Provide avenues and programs for continued learning.

Objective 1: Offer courses that promote continued learning.

Strategies:

- a. Schedule courses for the retired community.
- b. Schedule workforce courses.
- c. Schedule courses that promote personal and professional development and enrichment.

Objective 2: Maintain an effectiveness program that includes institutional planning procedures.

Strategies:

- a. Review planning and plans via effectiveness data and modify accordingly.
- b. Review and update annually college specialized plans that include: a technology plan, a personnel plan, a facilities improvement plan, and a campus master plan.
- c. Review and update annually college goals for continued achievement of the college's strategic plan.

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- d. Review and update annually facilities maintenance plans that support college goals and values.
- e. Seek resources and approaches for the attainment of the mission and vision and realization of values and goals through support for accomplishment of the programs of this strategic plan (Instruction and Learning and Discovery and Engagement).

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I. Program: Instruction (providing curriculum instruction and the services that support its delivery)

A. Goal: Improve the quality of credit-bearing instruction

1. Objective: Use high-quality faculty

- a. Strategy: develop an optimal search methodology for faculty to insure high-quality appointments
- b. Strategy: develop methods to enhance professional performance

2. Objective: Maintain best instructional practices

- a. Strategy: develop methodology for evaluating instructional outcomes
- b. Strategy: develop strategies to assure appropriate rigor in the curriculum
- c. Strategy: develop strategies to assure that the curricula have appropriate resources available

B. Goal: Improve the quality of services to students

1. Objective: Use high-quality professionals for student services

- a. Strategy: develop methods of identifying and appointing high-quality professionals for student services
- b. Strategy: provide opportunities for professional development

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2. Objective: Improve visibility and accessibility of professional services for students

- a. Strategy: familiarize the academic community with technology for advisement and registration through workshops or “help” screens
- b. Strategy: disseminate information about available services to students through printed materials, workshops or orientation meetings

C. Goal: Improve the quality of administrative services in support of instruction

1. Objective: Use highly qualified personnel

- a. Strategy: provide application and hiring procedures to insure quality personnel are employed
- b. Strategy: provide training and professional development for administrative personnel

2. Objective: Improve campus data systems

- a. Strategy: provide resources in support of technology
- b. Strategy: maintain secure systems to protect college data

3. Objective: Improve resources to support services

- a. Strategy: provide annual and special budgets to accommodate needed resources
- b. Strategy: solicit non-general revenue funding in support of needed resources

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II. Program: Service to the Community (providing instructional services to business and industry, adults and life-long learners)

A. Goal: Improve the quality of instructional services to business and industry

1. Objective: Provide solutions to meet the instructional needs of business and industry

- a. Strategy: assess the needs of business and industry for instructional services
- b. Strategy: develop plans to meet instructional needs of business and industry
- c. Strategy: assess the effectiveness of the college's offerings to business and industry

2. Objective: Provide high quality instructors for business and industry

- a. Strategy: develop optimal search methodologies for instructors
- b. Strategy: assure adequate resources for instructors

B. Goal: Improve the quality of services to adult and lifelong learners

1. Objective: Provide adult basic education services

- a. Strategy: assess the effectiveness of adult basic education
- b. Strategy: assure that the college maintains a site and curricula for adult basic education instruction

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2. Objective: Provide educational opportunities to lifelong learners

- a. Strategy: develop a set of steps to increase the quantity of offerings for lifelong learners
- b. Strategy: develop a set of steps to enhance the marketing plan for lifelong learning
- c. Strategy: maintain the college arboretum as a site for learning about nature

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- I. **Introduction:** Webster's Dictionary simply says that strategies are important in the initiation or completion of a strategic plan. Southeast Arkansas College agrees that strategies for the implementation of its goals and objectives are tantamount to its success. This Strategic Plan sets forth as simply as possible its goals and objectives for credit and non-credit programs. Through the delivery of its courses or collection of courses that make up its various curricula, Southeast Arkansas College fulfills its mission. Its goals and objectives have been simplified for the general utilization of this Plan, because the emphasis is on its strategies. This is appropriate, for in the continuum of the strategies lies the challenge of successfully carrying out the goals and objectives and, thus, the mission statement.

The greatest challenge that confronts Southeast Arkansas College is the sequestering of adequate funds to provide quality education to its constituents. This is not an easy task. Being the 12th fastest growing two-year college in the nation, while being the third worst funded per FTE two-year college in the state among 23 other two-year colleges, makes the lack of funding a serious threat to the future success of the College. Couple this with the fact that there is no local support and it gives rise to a real sense of urgency. With inadequate funding comes the necessity of depleting financial reserves. This can only continue for a limited period of time. Also, students should not have to bear more than 15% - 20% of the cost of their education. The recent increase of Southeast Arkansas College's tuition by 39% exceeds that expectation and may create limited access for some of our constituents.

The College is proud of its past accomplishments, and even with phenomenal growth, the College has set forth many exemplary programs and has maintained excellence as a top priority. However, asking employees to make special sacrifices because funds are not available to provide adequate staffing, can only eventually deplete the ranks of quality personnel. It is with pride that we present our Strategic Plan

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for the Biennium 2003-2005. We hope that legislators in the new legislative session will create a strategy by which funding for two-year colleges in Arkansas will be equalized.

II. Mission Statement

The mission of Southeast Arkansas College is to provide comprehensive community college education and services, with an emphasis on technical education and workforce development, for the citizens of Jefferson, Cleveland, Desha, Drew, Grant, and Lincoln counties. These educational programs and services include technical career education, workforce development, university transfer education, general education, adult education, continuing education, and community services.

III. Institutional Goals

The purposes and specific components associated with the College Mission Statement are:

- a. To provide access to quality community college education at a reasonable cost for all individuals within the service area regardless of age, sex, race, color, religion, national origin, or handicap.
- b. To provide college-level career courses and programs of up to two years in length to prepare students for mid-level employment as skilled workers, technicians, and paraprofessionals.
- c. To provide a general studies core of university transfer courses and programs of up to two years in length at the lower division undergraduate level for students who wish to transfer to other institutions to pursue baccalaureate degrees.
- d. To provide a program of general education relevant to the socio-economic needs of students and the requirements for success in the educational major.

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- e. To provide developmental education courses and programs for students who need to improve basic academic skills to strengthen their potential for success in college.
- f. To provide customized training courses and programs for business, industry and government to assist in updating, upgrading and cross-training their employees.
- g. To provide specialized pre-employment and job training courses and programs to meet the new, expanding or replacement employment needs of service area employers.
- h. To offer adult education courses and programs for students who need to improve their literacy, basic life skills and/or obtain their high school equivalency diploma (GED).
- i. To offer continuing education courses and programs to meet the lifelong learning needs and interests of the service area.
- j. To offer community service courses, programs and activities to enhance the civic and cultural life of the service area.
- k. To provide increased access to advanced higher education by making available the facilities of the college for the teaching of upper division undergraduate and graduate university courses.
- l. To certify the level of educational attainment and program competency achievement of graduates through the awarding of associate degrees, diplomas and certificates.
- m. To serve as a valuable employment resource for area business, industry and government to draw upon for competent middle manpower level employees.
- n. To serve as a valued community leader, partner and team member in the workforce and economic development of the service area.
- o. To serve as a non-partisan catalyst and conveyor on issues related to the civic, cultural and societal betterment of the communities within the service area.
- p. To provide a public service by making available the facilities of the college and the talents of its professional staff to support educational, civic, and cultural activities within the community.

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- q. To advance community college education and services through applied institutional and classroom research.
- r. To provide student services, programs and extracurricular activities which will enhance the student's educational experience and success within the college.
- s. To provide administrative and business services which will enhance the student's educational experience and success within the college.
- t. To accomplish each of the above goals in the most efficient and economical manner compatible with quality offerings.

Program and Program Definitions

Credit Program Credit programs are those courses and programs that result in transcribed credit which may be transferred to another college or university to become part of additional higher education pursuits or culminate in a degree or technical certificate.

Goal 1 To produce graduates and transfer students who are competent and ready to compete at a university or in a technical and industrialized economy.

- * **Objective 1:** To provide students with an integration of academic and technical education through which they may become competent in communications, critical thinking, science, mathematics, technology, and global awareness.

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*** Strategies:**

1. Provide outstanding faculty who understand and utilize various learning styles to improve instruction.
2. Provide services such as one-stop concepts and tutorial and developmental opportunities that are designed to assist student learning.
3. Provide state-of-the-art equipment to sponsor student success in a competitive global economy.
4. Provide a diversified course delivery system including traditional classes, off-campus traditional classes, interactive video classes, telecourses, and Internet courses which provides access to all constituents.
5. Provide specific course requirements that reflect the six areas of broad competencies as demonstrated in course syllabi, i.e., communications, critical thinking, science, mathematics, technology, and global awareness.
6. Provide assessment strategies that provide feedback on success and make appropriate changes in the curriculum to improve student performance.

*** Objective 2:** To provide an atmosphere that promotes learning and educational access.

*** Strategies:**

1. Provide modern and attractive facilities and campus that enhance learning.

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2. Provide additional land by which the College can expand and provide access to a growing student population.
3. Provide outstanding student-centered staff.
4. Provide professional development to all employees to ensure best practices.
5. Provide an atmosphere of excellence through assessment and accreditation strategies that monitor and continually improve institutional effectiveness while promoting excellence in all programs.
6. Provide partnerships and coalitions that strengthen the institution's ability to carry out its mission.

Non Credit Program Non-credit programs are those courses or programs designed to teach skills necessary in business and industry to assist employees in succeeding in current jobs or competing for new ones and to instruct interested citizens in acquiring skills that meet avocational goals.

Goal 1 To provide pre-employment training, customized training courses, and continuing education courses to business, industry, government, and the community.

- * **Objective I:** To identify the training needs of business and industry and the continuing education interests of the community and to respond effectively to those needs.

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*** Strategies:**

1. Provide ACT Work Keys and other strategies that enable workforce development personnel to identify the academic and technical skills needed to perform essential job-related tasks.
2. Provide computers-on-wheels to do mobile training at industry and business sites.
3. Provide interest surveys that capture the hobby and skills interests of senior citizens and other community members; design and market similar courses.
4. Provide partnerships and coalitions that strengthen the institution's ability to carry out its mission.

- * Objective 2:** To provide an atmosphere that promotes industrial and business readiness and a learning environment that stimulates educational and special interest activities.

*** Strategies:**

1. Provide outstanding business and industry trainers who understand and blend various learning styles and technical knowledge to customize training in meeting individual company needs.
2. Provide services that make enrollment for skills training and continuing education courses easy and conducive to the business, industrial, and community environments.

Southern Arkansas University Tech
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Introduction:

To comply with Act 221 of 2001, SAU Tech's Planning Committee reviewed and revised the College's institutional strategic plan to conform with the performance budget format. The following revised strategic plan includes the Institution's mission statement; its institutional goal; program names and definitions; and each program's goal, objective, and objective strategies.

Institutional Mission Statement:

Southern Arkansas University Tech is a two-year, comprehensive community college emphasizing technical programs. The college is committed to providing quality educational programs delivered through various technologies and methodologies to meet the needs of its service area. Within its resources, the College accomplishes its mission through technical career programs, transfer curricula, continuing education, workforce education, developmental education, and administrative, student, and community services.

Institutional Goal:

To provide quality education and promote economic development through technical/workforce and comprehensive educational offerings.

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Programs and Program Definitions:

Program 1: Technical/Workforce Education – Includes all activities associated with the instructional delivery of all technical related programs and instructional delivery of business and industry specific programs.

Goal 1: To provide quality education through diverse and innovative technical/workforce educational programs.

Objective 1: Provide a range of technical/career programs to prepare individuals for entry-level employment or to upgrade job skills.

Objective Strategy: Identify and address constituents' educational needs relating to technical/workforce education.

Objective Strategy: Evaluate student learning by establishing acceptable competencies and measuring student performance.

Objective Strategy: Provide professional development opportunities for faculty and encourage innovation in teaching.

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Program 2: Comprehensive Education – Includes all activities associated with the instructional delivery of all comprehensive educational programs.

Goal 1: To provide quality education through diverse and innovative comprehensive educational programs.

Objective 1: Provide the first two years of a university transfer program.

Objective Strategy: Assess quality of program offerings to enhance students' success at transfer institution.

Objective Strategy: Evaluate student learning by measuring competencies established in the General Education Assessment of Student Outcomes Plan.

Objective Strategy: Provide professional development opportunities for faculty and encourage innovation in teaching.

Objective Strategy: Provide developmental educational services for academic skill enhancement.

Southern Arkansas University Tech-Arkansas Fire Training Academy

Strategic Plan for the 2003-05 Biennium

Institutional Mission Statement and Goals

Defined by Program Goals, Objectives, and Strategies

In Accordance with Act 221 of 2001

Introduction:

To comply with Act 221 of 2001, Arkansas Fire Training Academy's Planning Committee reviewed and revised the Academy's strategic plan to conform with the performance budget format. The following revised strategic plan includes the Academy's mission statement; its academy goal; program names and definitions; and each program's goal(s), objective(s), and objective strategies.

Academy Mission Statement:

The mission of the Arkansas Fire Training Academy is to provide quality training and certification fire and related emergency service programs to the Arkansas Fire Service in an effective and efficient manner. The Academy is committed to providing quality, training programs to fire service personnel throughout the state through various technologies and methodologies to meet the needs of the fire service. The Academy is also committed to certifying fire service personnel throughout the state who meet or exceed the certification requirements of the applicable National Fire Protection Association (NFPA) Professional Qualification for Fire Service Personnel. In addition, the Academy shall support fire departments by maintaining the state's National Fire Incident Reporting System thereby allowing participating departments to become eligible to receive specific federal grants. Within its resources, the Academy will accomplish its mission by offering on-campus training and certification services and off-campus training and certification services by direct deliveries, by regional deliveries, by alternative delivery methodologies, and through support services.

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Academy Goal:

To provide quality training, certification, and incident reporting support services through on-campus and off-campus program delivery formats.

Programs and Program Definitions:

Program 1: On-Campus Programs – Includes all activities associated with the programs and services that are offered at the Arkansas Fire Training Academy Camden site.

Goal 1: To provide quality, on-campus training programs to fire service personnel that meet identified needs such as entry-level firefighter.

Objective 1: Provide quality, on-campus training programs that prepare fire service personnel to demonstrate the knowledge and perform the skills of NFPA Professional Qualification Standards or portions thereof, and/or to other fire service training needs identified.

Objective Strategy: Continually review and revise training programs to ensure they meet the latest standard(s) and reference source.

Objective Strategy: Evaluate student learning by establishing acceptable competencies and measuring student performance.

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Objective Strategy: Provide professional development opportunities for full-time and part-time staff.

Goal 2: To provide a quality certification system for all fire service personnel.

Objective 1: Review and revise all cognitive test items and cross-reference items against applicable standards or objectives and reference documents.

Objective Strategy: Validate written test items by subject-matter-experts upon completion or revision of the program and before implementation.

Objective 2: Develop an evaluation rubric for all psychomotor (skill) test items.

Objective Strategy: Validate psychomotor (skill) test items by subject-matter-experts upon completion or revision and before implementation.

Southern Arkansas University Tech-Arkansas Fire Training Academy

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Objective 3: Develop and utilize a monitoring system for certification testing.

Objective Strategy: Provide a copy of the rules and regulations concerning certification testing to all potential academy proctors who shall evaluate students in accordance with the document.

Program 2: Off-Campus Programs – Includes all activities associated with the programs and services that are offered through the Arkansas Fire Training Academy at remote sites and throughout the state.

Goal 1: To provide quality, off-campus training programs to fire service personnel that meet identified needs such as entry-level firefighter.

Objective 1: Provide quality, off-campus training programs that prepare fire service personnel to demonstrate the knowledge and perform the skills of NFPA Professional Qualification Standards or portions thereof, and/or to other fire service training needs identified.

Objective Strategy: Conduct training programs at off-campus sites that meet the needs of constituents throughout the State.

Objective Strategy: Conduct training programs at local fire departments (or other local sites) that meet the needs of fire fighters in the field.

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Objective Strategy: Deliver identified programs via distance education delivery methodologies.

Program 3: National Fire Incident Reporting System Program – A program established to comply with the adopted Arkansas Fire Code that allows the state to participate in the national fire incident reporting system. Departmental participation qualified departments to apply for certain federal grants that are provided for fire departments.

Goal 1: To provide state support for fire departments participating in the national fire incident reporting system.

Objective 1: To submit reports to the U.S. Fire Administration in accordance with the specified timeframes.

Objective Strategy: Work with fire departments in the state to enable them to submit their reports in a timely manner.

Objective Strategy: Dedicate a faculty member to entering the data, trouble shooting for fire departments, and submitting paperwork to the U.S. Fire Administration.

Southern Arkansas University Tech-Arkansas Environmental Academy

Strategic Plan for the 2003-05 Biennium

Institutional Mission Statement and Goals

Defined by Program Goals, Objectives, and Strategies

In Accordance with Act 221 of 2001

Introduction:

To comply with Act 221 of 2001, Arkansas Environmental Academy's Planning Committee reviewed and revised the Academy's strategic plan to conform with the performance budget format. The following revised strategic plan includes the Academy's mission statement; its academy goal; program names and definitions; and each program's goal(s), objective(s), and objective strategies.

Academy Mission Statement:

The mission of the Arkansas Environmental Academy is to provide quality operator training mandated by the State of Arkansas as the state environmental training facility. The Academy is committed to providing quality training programs designed to aid managers and operating personnel in the operation of their water, wastewater, solid waste, or industrial facilities to comply with state and federal regulations. The Academy is also committed to providing training programs to aid managers and operating personnel to meet their certification and licensing requirements. Within its resources, the Academy will accomplish its mission by offering on-campus training and certification services and off-campus training and certification services by direct deliveries, by statewide deliveries, by alternative delivery methodologies, and through support services.

Academy Goal:

To provide quality training and certification services through on-campus and off-campus program delivery formats.

Southern Arkansas University Tech-Arkansas Environmental Academy

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Programs and Program Definitions:

Program 1: On-Campus Programs – Includes all activities associated with the programs and services that are offered at the Arkansas Environmental Academy Camden site.

Goal 1: To provide quality, on-campus training programs to municipal and industrial personnel.

Objective 1: Provide quality, on-campus training programs that enable municipal and industrial personnel to achieve and/or maintain Arkansas Department of Environmental quality (ADEQ) or Arkansas Department of Health (ADH) licensing certifications.

Objective Strategy: Continually review and revise training programs to ensure they meet the latest regulation(s) and reference source.

Objective Strategy: Evaluate student learning by giving pre- and post-exams and written classroom quizzes in all courses and monitoring pass/fail rates for each certification exam given.

Objective Strategy: Provide professional development opportunities for full-time and part-time staff.

Southern Arkansas University Tech-Arkansas Environmental Academy

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Program 2: Off-Campus Programs – Includes all activities associated with the programs and services that are offered through the Arkansas Environmental Academy at other sites and throughout the state.

Goal 1: To provide quality, off-campus training programs to municipal and industrial personnel.

Objective 1: Provide quality, off-campus training programs that enable municipal and industrial personnel to achieve and/or maintain Arkansas Department of Environmental quality (ADEQ) or Arkansas Department of Health (ADH) licensing certifications.

Objective Strategy: Conduct training programs in various municipalities throughout the State.

Objective Strategy: Deliver identified programs via distance education delivery methodologies.

University of Arkansas Community College at Batesville
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I Institutional Mission Statement

The University of Arkansas Community College at Batesville, a comprehensive community college, provides learning experiences that improve the lives of those we serve. We continuously identify and respond to the diverse educational needs of students, workforce and community.

We value:

- The contributions of individuals and relationships built on trust and respect.
- Students and our role in assisting each student to identify, refine, and meet his or her educational and career goals.
- Providing activities and experiences that strengthen and enrich our community.
- Providing people opportunities that enhance their quality of life.

II Institutional Goals

Goal 1: To provide quality, accessible, and affordable student-centered learning experiences.

Goal 2: To actively participate in economic development and community service.

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III Programs and Program Definitions

Program 1: Learning Experiences

Program Definition: Quality Technical Certificate and Associate of Applied Science degree programs in occupational technical areas; college parallel transfer curriculum including Associate of Arts and Associate of Science degrees.

Goal 1: To provide quality, accessible, and affordable student-centered learning experiences.

Objective 1: To provide quality curricula and instruction at appropriate levels using multiple delivery methods.

Strategy 1: Evaluate curricula and programs on an ongoing basis, including delivery options.

Strategy 2: Place students in coursework that provides learning experiences appropriate to various levels of preparedness.

Objective 2: To support opportunities for success of students, faculty, and staff.

Strategy 1: Provide support services that enhance student academic achievement, and professional development opportunities for faculty and staff.

Strategy 2: Maintain affordability through effective and efficient use of resources.

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Program 2: Economic Development and Community Service

Program Definition: Workforce training for business and industry, continuing education programs for life-long learning and personal enrichment, and adult education. Public service that strengthens and advances the cultural, social, recreational, or aesthetic well being of a diverse community.

Goal 2: To actively participate in economic development and community service.

Objective 1: To educate a workforce that will be prepared to expand existing and attract new business and industry.

Strategy 1: Identify needs and provide relevant educational programs through partnerships with business, industry, government, and non-profit organizations.

Strategy 2: Address opportunities for economic development of the community, region, and state through collaborative efforts.

Objective 2: To involve students, faculty, and staff in community service.

Strategy 1: Encourage students, faculty, and staff to participate in community social service and civic activities.

Strategy 2: Share with the community the intellectual and experiential resources of the College.

University of Arkansas Community College at Hope
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I. Introduction:

The University of Arkansas Community College at Hope is an accredited, comprehensive, community based, two-year college recognized for educational excellence and valued as a vital resource for the people of Southwest Arkansas by providing leadership in education, economic development, community service, arts, and recreation. As a public institution of higher education, the College strives to provide educational opportunities for its students and community and to provide a satisfying work environment for its faculty and staff.

II. Institutional Mission Statement:

The University of Arkansas Community College at Hope is an accredited, open-access, two-year institution of higher education committed to providing quality academic, occupational, personal growth, and cultural programs to support individual student and community needs in the Southwest Arkansas area.

III. Institutional Goals:

Goal 1: To provide quality academic and occupational programs as needed by the community and the ancillary services needed for student success and institutional support.

Goal 2: To provide quality community service programs.

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IV. Programs and Program Definitions:

Program 1. Instructional Programs: Instructional programs designed for the Associate of Arts degree and transfer, occupational programs for the Associate of Applied Science degree and technical certificates, and personal growth.

Goal 1: To provide quality academic and occupational programs as needed by the community and the ancillary services needed for student success and institutional support.

Objective 1: Provide appropriate, up-to-date and dynamic curricula.

Strategy 1: Conduct a comprehensive review of existing curricula (annually) and programs (over a five year period) including degree options and courses offered, identify trends of enrollment (current and future), add and delete, as necessary, according to demand.

Strategy 2: Improve remedial education curriculum and enrollment policies (placement).

Objective 2: Provide quality instruction in all programs.

Strategy 1: Increase instructional delivery options, including more technology.

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Strategy 2: Employ professional development for faculty to improve remedial instructional concepts; identify instructional trends and methods to increase overall program effectiveness.

Program 2 Community Service Program: Programs designed to provide educational-related services to business and industry, adults and life-long learners.

Goal 1: To provide appropriate community service programs.

Objective 1: Identify areas of need and provide programs to help.

Strategy 1: Host and/or sponsor activities and events that provide needed services.

Strategy 2: Educate constituents as to the mission and successes of UACCH.

Strategy 3: Identify and cultivate centers of influence for partnerships.

Strategy 4: Promote community involvement through events, activities, and programs offered or hosted at UACCH.

University of Arkansas Community College at Morrilton
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I. Introduction

The University of Arkansas Community College at Morrilton is a two-year, public supported, open-admission commuter college, primarily serving students and communities in west central Arkansas. The College accepts the proposition that the educational attainment of individuals within a democratic society is, in large measure, responsible for the advancement of that society. Recognizing the worth and dignity of the individual, the College is committed to serving the multi-dimensional needs of its constituencies.

As a comprehensive two-year institution, UACCM provides technical, occupational, academic, and avocational opportunities enabling its students to achieve professional, occupational, and personal goals and to make significant contributions to the economic, civic, and social development of society.

II. Institutional Mission Statement

Through dedication to the efficient management of available resources and excellence in faculty, staff, and programs, the College has formulated the following purposes:

- To offer Associate of Applied Science degrees, the Associate of General Studies degree, technical certificates, certificates of proficiency, and occupational education for students who wish to gain competence or upgrade existing levels of competence.
- To offer the Associate of Arts degree and courses which will transfer to four-year institutions.

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- To provide a general education foundation across the curriculum that will enhance the student's personal development, skills, and knowledge.
- To provide developmental education courses for students who must improve basic academic skills in reading, English/writing, and mathematics.
- To provide admissions, advising and testing; academic, career, and personal guidance and counseling; financial aid counseling; maintenance of accurate student records; job placement assistance; and other student support services.
- To provide adult basic education programs that allow enhancement of skills for self-improvement, completion of a General Education Development (GED) diploma, or preparation for higher education endeavors.
- To offer noncredit community service and workforce development courses designed to meet a variety of occupational needs and personal interests.
- To provide a comprehensive assessment program for the purposes of improving instruction and enhancing student learning.
- To offer the facilities of the College and the talents of its staff in order to promote educational, civic, and cultural endeavors within the community.

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III. Institutional Goals

- To maintain a small campus atmosphere while offering a variety of courses and programs which meet the needs of students and the community.
- To provide a variety of services which encourage and enable students to remain in college (i.e. financial aid, tutoring, child care).
- To provide quality educational offerings and services at a reasonable cost; while maintaining the institutions' financial stability.
- To provide faculty and staff necessary to support varied courses, programs, and services.
- To provide and maintain physical resources necessary to achieve the institution's mission.

IV. Programs and Program Definitions

Program One: Community College Educational Programs

Goal 1: To provide educational opportunities for students who wish to gain competence, upgrade existing levels of competence, or to transfer to a senior institution of higher education.

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Objective 1: To offer programs of instruction which lead to the awarding of Associate degrees, technical certificates, and certificates of proficiency.

Strategy 1: Provide admissions advising and testing; academic, career, and financial counseling; maintenance of accurate student records; job placement assistance; and other student support services.

Strategy 2: Provide a general education foundation across the curriculum which will enhance the students' personal development, skills, and knowledge.

Strategy 3: Provide developmental education courses for students who must improve basic academic skills in English, reading, writing, and mathematics.

Program Two: Community Services Program

Goal 1: To provide services to the local community which enhance opportunities for self-improvement, and civic and cultural awareness.

Objective 1: To offer the facilities of the College and the talents of its faculty and staff in order to promote educational, civic, and cultural endeavors within the community.

Strategy 1: Provide customized business and industry training, which will enhance the productivity of service area companies.

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Strategy 2: Provide non-credit community service courses designed to meet a variety of occupational needs and personal interests.

Strategy 3: Provide cultural opportunities which are open to the public.